



## Department of Energy

Bonneville Power Administration  
P.O. Box 3621  
Portland, Oregon 97208-3621

SECURITY AND EMERGENCY RESPONSE

November 27, 2013

In reply refer to: NN-1

Dan Seligman  
Columbia Research Corporation  
PO Box 99249  
Seattle, WA 98139

### FOIA #BPA-2013-01453-F

Dear Mr. Seligman:

This is a partial response to your request for records that you made to the Bonneville Power Administration (BPA) under the Freedom of Information Act (FOIA), 5 U.S.C. 552.

#### **You requested:**

1. All meeting materials (e.g., agenda, handouts and notes), videos and tape recordings of a BPA Human Capital Management staff meeting on February 20, 2008, in the GSA auditorium in which internal BPA hiring issues (including veterans preferences) were discussed.
2. All meeting materials (e.g., agenda, handouts and notes), videos and tape recordings of a BPA Human Capital Management staff meeting on May 7, 2008, in which internal BPA hiring issues (including veterans preferences) were discussed.
3. All follow-up e-mails from BPA vice president Kim Leathley and Human Resources Officer Roy Fox to each other and/or to BPA staff regarding the February 20 and May 7 meetings (e.g., directing or suggesting that staff take certain actions discussed at the meetings)."

#### **Response:**

At this time, BPA is providing you with a partial release with certain information withheld pursuant to Exemption 6 of the FOIA.

BPA asserts Exemption 6 for information which could reasonably be expected to constitute an unwarranted invasion of personal privacy if disclosed. The withheld information consists of the personal contact information (email and cell phone numbers) of individuals. There is no public interest in the disclosure of this information because it does not shed any light on how BPA has performed its statutory duties. Therefore, the individual privacy interest outweighs the public interest in the disclosure of this information.

Three documents are obscured with dark markings. Unfortunately, due to the age of the documents originals could not be found and a better copy provided. We regret that these are the best copies available.

Due to the significant interest to the public, BPA has hired an outside network recovery vendor to do a more thorough and comprehensive search for all responsive records. Once the vendor recovery search is complete, any additional responsive documents will be processed under FOIA and provided to you.

I appreciate the opportunity to assist you. Please contact Kim Winn, FOIA/Privacy Act Specialist at (503) 230-5273 with any questions about this letter.

Sincerely,

*/s/Christina J. Munro*

Christina J. Munro

Freedom of Information/Privacy Act Officer

Enclosures

United States Government

Department of Energy  
Bonneville Power Administration

# memorandum

DATE: August 15, 2008

REPLY TO  
ATTN OF: N-4

SUBJECT: Internal Business Services Town Halls

TO: IBS Employees

As you know, the IBS Leadership Team hosted Town Hall meetings between February and May. To those who attended – thank you. You made the discussions insightful, interesting and lively!

During June the IBS Leadership Team reviewed the notes that were taken at the meetings and the results/comments from the meeting evaluations. We discussed the sessions to evaluate what actions we could take to address some of the issues you raised during the meetings. We held the Town Hall meetings by group, initially thinking that there may be some specific group issues people would want to discuss and to give me an opportunity to meet group by group to get a better feel for the work you do every day.

I am impressed by the commitment to the agency that you conveyed, your dedication to your work group and your every day responsibilities. As the IBS Leadership Team discussed the sessions we explored the commonalities across group lines and looked at issues in relationship to the IBS operating principles of Performance, Partnerships, and People.

A couple of themes stood out for us in relation to our operating principle for **Performance**.

- Employees are experiencing a very heavy workload and sometimes view the heavy workload as something that is inequitable compared to others in the agency, and
- Employees would like us to do a better job at managing and communicating major changes in our work processes and to ensure that other groups in the agency understand the changes that have been made within our work groups.

As we reflected on these themes, we acknowledged that the workload in IBS has increased. Our investment in process improvements also added to the workload. Once the new processes are fully implemented, we expect employees will see that the productivity improvements we have made will allow us to handle the increased workload on a sustained basis. But, we know we need to stay focused on change management and continuous improvement to fully take advantage of the process improvements we have made.

A focus on effective change management means that the IBS Leadership Team will work with other managers throughout the agency to convey the IBS work priorities and work to ensure alignment of expectations for all work groups. As we do this we want to take advantage of process changes that have been established and all IBS employees need to focus on the work priorities the managers have set. We realize that in the spirit of customer service we always want to say yes to requests but agency and project priorities take precedence.

As we reviewed what we heard at the Town Hall meetings regarding **Partnerships**, two requests couldn't be missed:

- Employees would like assistance in managing the expectations of internal customers, and
- Employees would like managers to set realistic targets.

As noted earlier, aligning expectations on all sides is critical for successful change management. We are holding meetings with internal customers and forming advisory groups in order to increase their knowledge of our processes and the changes are being implemented. We want them to understand how the changes benefit their workgroups and the entire agency. Additionally, at the functional level, we are developing joint goals and targets with our internal customers through the balanced scorecard process. This gives us the ability to provide and receive feedback with our partners about how our processes are working together in an effective and efficient manner and how we are delivering value to them.

We have also developed a set of Key Performance Indicators (KPIs) to clarify what constitutes success. The KPIs have been negotiated and agreed to at the executive level by the Business Operations Board (BOB). Newly implemented metrics may result in targets that initially seem unrealistic due to our inexperience and lack of history applying this type of performance measure but we will revisit the KPIs and targets annually, adjusting as necessary, to make sure they are realistic and add real value to the success of IBS and the broader agency.

A couple of issues really came to the forefront during the Town Hall meetings in relation to our operating principle for **People**:

- Employees would like to see improved communication between groups, and
- Employees desire training and development opportunities.

It seems like a few things are pretty easy to do. First we will continue to hold Town Hall meetings. But it seems that cross group attendance would be a good idea to help improve communication between groups. We scheduled the meetings by group in the spring because we felt there were work group issues that needed to be aired. The IBS Leadership Team recognized that many issues are universal and it's important for folks from different work groups to hear what others in IBS are experiencing. We also intend to invite other business line VPs and members of front office to attend to hear about the issues you face.

The IBS Leadership Team has a firm commitment to employee training. From past experience, funding has not been the constraint as the training budget has not been fully expended. The IBS Leadership Team will evaluate the training needed, commit to a training plan, and ensure the training plan is executed.

I know that I have not addressed every issue or topic that was heard during the Town Hall sessions but the kind of conversations we shared goes a long way toward making IBS an even better place to work. I have placed the unedited and raw notes from our meetings on the IBS website. As the organization charged with providing the internal infrastructure that allows the rest of the agency to work, it is important that we stay in tune with what works well and where we can make improvements. We also need to ensure there is a balance in the expectations others have on us and the resources we have to deliver them. I will create opportunities for other members of the executive team to join us so they can hear directly from you about the important,

complex, and sometimes difficult job it is to provide the internal infrastructure to the rest of the agency.

Some of you filled out evaluation forms following our meetings. I have collated the results for your review. I am proud to work with such a dedicated group of people and look forward to our continuing dialogue and continuous improvement in the next fiscal year.

Kim Leathley  
Executive Vice President, Internal Business Services

2 Attachments:  
IBS Town Hall Notes  
IBS Town Hall Evaluation Results

cc:  
Official File – N (MN)

KLeathley:djk:3163:7/29/2008 (4-N-E\EBR Exec Asst\Internal Business Services\Operating Principles\Town Halls\Town Hall communication to employees\Memo to employees - IBS Town Halls.doc)

## **Town Hall Evaluation Form Results**

At each IBS Town Hall meeting evaluation forms were distributed. A number of employees turned in the evaluations.

These evaluation results cannot be generalized to the larger BPA population or the larger work groups from which the participants came. Those that responded were self-selected into the meetings and then self-selected in responding with the evaluation form. These are the evaluation results from those who attended and responded.

### **Evaluation form statements and the total responses.**

1. The meeting helped me to better understand the business unit I work in.

Agree	No Opinion	Disagree
60%	30%	10%

2. The meeting helped me to better understand my work group and its purpose.

Agree	No Opinion	Disagree
53%	36%	11%

3. The meeting helped me to better understand the connection between the work I do and BPA's business strategy.

Agree	No Opinion	Disagree
63%	26%	12%

4. The meeting helped me feel more connected to my executive and work group manager.

Agree	No Opinion	Disagree
82%	11%	7%

5. The meeting helped open up lines of communication between managers and staff.

Agree	No Opinion	Disagree
82%	11%	7%

6. Attending the meeting was a good use of my time.

Agree	No Opinion	Disagree
87%	9%	4%

7. The presenter(s) explained the information clearly and concisely.

Agree	No Opinion	Disagree
83%	14%	3%

8. The presenter(s) adequately addressed important issues and explained the reason(s) for relevant decisions.

Agree	No Opinion	Disagree
88%	9%	3%

9. The presenter(s) were credible and provided reliable information.

Agree	No Opinion	Disagree
90%	7%	3%

10. The presenter(s) listened to employees' questions and concerns.

Agree	No Opinion	Disagree
97%	3%	

11. The presenter(s) created a comfortable environment to ask questions.

Agree	No Opinion	Disagree
94%	2%	4%

12. The presenter(s) demonstrated a willingness to act on valid suggestions proposed by employees.

Agree	No Opinion	Disagree
84%	13%	3%

**HCM Town Hall  
May 7, 2008**

Kim: Last week was such a cool week for me – to see the roll out of the HCM vision at manager's meeting. 2 years of hard work. Not there yet, but will continue to make progress. Thank you for your efforts.

Roy: saw a real sense of hope from managers. Felt good connecting with rest of agency. Recognize what we have been doing and what we are going to do.

Mgrs/agency are relying on us (HCM) to be successful. Without the people, we would not be anywhere (on boarding, developing, to departure).

- Feel isolated being in Vancouver at times, felt connected at the celebration, ppt got point across. [BOB presentation -- post celebration ppt on HCM SharePoint site].
- Working well – have outsiders perspective – see staff as upbeat; clear sense of direction where HCM going with plan and timeline.
- Pleased and impressed with alignment of group she works with; thinking through, analyzing and sending out products. Rather independent. Sense of focus. External clients have been very impressed with flow out of the process (including external review).
- Know clients are part of the process they are much more appreciative of what goes into the development of training.
- Quality of products: AEA ceremony – giant project with a lot of infrastructure support behind the scenes. All managers' presentation on HCM vision. "So you want to be a performance manager" training going on today in Tx. In the works for the last year.

Kim: also new manager's performance appraisal. And workforce planning strategy and execution in addressing workforce skills gaps. Example of strategic collaboration between HCM and clients. AEA – appreciate the post process lessons learned that Carolyn does each year. Carolyn: learn what went well and what didn't.

- ADF: Why don't we put on home page as a link? Heard that it wasn't official. Bonnie: approved by Administrator, but training hasn't been done yet. [Response: Orgs can use. Want to hold training with IBS first.] [Roy: last time there wasn't anyone to go to for questions on how to apply – sense they didn't want to repeat that mistake. Hence the training programs to make use of the ADF as intended to be used. Not just a form

to be filled out.] [Kim's pet peeve: ADF is method to systematically assure we are fully informed (id objective, barriers, risks; do analysis) before making decision.] [Roy : brought this up for the using recognition funds for retirements.]

- Team Share Q2: IT key projects – red? [Kim: key capital projects being managed by steering committee – including service connection. Goal to have 80% of projects – Larry Buttress and IT working to turn this around. P&C ? Group charged with doing a refresh of P&C perspective (looking at agency objectives, benchmarking, best practices, analysis of internal labor force for state of readiness, facilitate executive discussion around this, proposing new objectives out of discussion and recommend new initiatives and measures around to accomplish) got part way through assignment but it wasn't ready, Kim recommended we stop work on the assignment because it would take a level of resources we didn't have right then to devote to it. For fy09, this measure will be picked up again. Working with SP and exec team. Critically important and need resources to deliver.]
- CHCO? [Kim: working with hiring group on some options to recruit/hire for CHCO. When we decide on path will inform you. ETA: next couple weeks. Moving HCM from being thought of fairly transactional to strategic contribution to the agency. And head of HCM looked at in that light. Roy acting in that capacity today.]
- Recognition luncheon – heard that people were so hungry it was hard to focus on talk.
- Every time we get a new employee. Send email introducing.
- Each month we list years of service and retirements. Add new employees? [Kim: great idea. Roy: will meet with BPAX this week. PA has game plan and some HCM connections dead end. Bringing resources to review and improve quality of HCM pieces. Will bring this up at meeting (new employees). Carolyn is must concerned with HCM employees.]
- Roy: Do not email a SSN. If you receive, notify your supervisor. PII issue. Still some forms that say they require SSN. ID where we have those conflicts and identify solutions.
- Appreciate Kim putting Roy in position. A lot of challenges with communication, frenetic energy. Frenetic energy has calmed down. Information were getting has been much better. Has been pleased how far we have come in last few weeks. More positive feedback.

## Materials for Internal Business Services Town Hall Meetings

### Posters:



IBS Teamshare - Q1  
performance summary



Agency Strategy  
Map - IBS Focus



Pyramid Graphic

### Handouts:



IBS Strategy Map



IBS Team Share

### Evaluation:



Town Hall Evaluation  
Form

# IBS 2008 Team Share Targets - Performance Summary

Actual vs. Target Dec/2007



## Stakeholder Perspective

### ● TRANSMISSION SYSTEM INFRASTRUCTURE SUPPORT

Provide contract and material support with no delays as a result of Supply Chain-caused or reasonably foreseen material shortages to Transmission Services in accomplishment of Transmission capital work plan target: 22-24 out of 24 specified capital sub-portfolios meet their respective critical FY08 milestones.

### ○ AGENCY P&C PERSPECTIVE

The Agency's People & Culture perspective (objectives and targets) is reviewed, revised and re-established by the end of April 2008.

### ○ KEY IT PROJECTS

Information Technology effectively delivers key IT projects based on APSC/BOB approved schedules.

## Financial Perspective

### ● INTERNAL OPERATING COSTS

Actual IBS internal operating costs are in the range of \$127 to \$134M.

## Internal Operations

### ○ PROCESS IMPROVEMENT

Provide quarterly certification that the Human Capital Management EPIP is on-track and that it meets targeted milestones in FY08.

### ○ PROCESS IMPROVEMENT

Provide quarterly certification that the Information Technology EPIP is on-track and that it meets targeted milestones in FY08.

### ● PROCESS IMPROVEMENT

Provide quarterly certification that the Supply Chain EPIP is on-track and that it meets targeted milestones in FY08.

### ● FACILITIES ASSET MANAGEMENT STRATEGY

Facilities asset management plan using critical sites rates 9-13 information is developed.

**IBS Operating Principles are advanced and Integrated within each function (strategy & operations): 8 out of 10 Operating Principles action items are met.**

### ○ 1. Agency Decision Framework

The Agency Decision Framework (with any IBS adjustments if necessary) is communicated and implemented across IBS and decision-making levels are agreed to by 3/31/08 (or within 6 months of approval of Agency Decision Framework).

### ● 2. KPIs in Place

Key Performance Indicators for each function are in place by 1/31/08 and the associated target levels are agreed-to by stakeholders by 6/30/08.

### ● 3. Reporting Mechanism

An IBS-wide common reporting mechanism to report quarterly on the IBS functions' collective KPIs is developed and launched in Q4.

### ● 4. Stakeholder Feedback

The method for getting stakeholder satisfaction feedback for all functions is standardized and automated (to the extent fe...

### ○ 5. Lessons Learned

Survey questions regarding the extent to which each function is "living the principles" is inserted into FY08 annual survey(s) and reported back to employees in 4th quarter. A lessons learned report is conducted shortly thereafter with action item commitments by 9/30/08. To gauge our progress, IBS will conduct random quarterly surveys from stakeholders.

### ○ 6. Group Cohesiveness

Group cohesiveness is built by IBS functional heads and managers discussing with employees the roll down and link between the Agency direction and strategic objectives, the IBS strategic objectives, the functions' strategic objectives, and their work groups' FY 08 objectives.

### ● 7. Living the Principles

The IBS EVP and functional heads will hold a series of "town-hall" meetings to gather ideas about possible changes necessary to "live" the principles within the function. All ideas collected will be carefully analyzed and the results will be provided to IBS employees.

### ● 8. Training

Each function's training plan for employees and managers is developed/reviewed/modified and implemented to ensure the necessary (and prioritized) investment in its workforce by 5/31/08.

### ● 9. Professional Standards

Professional standards are developed and implemented for the major occupation classifications across IBS by 7/31/08.

### ○ 10. Recognition

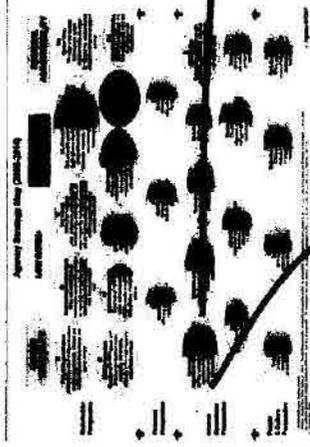
IBS-wide recognition plan for demonstrating the IBS Operating Principles is implemented.

## People & Culture

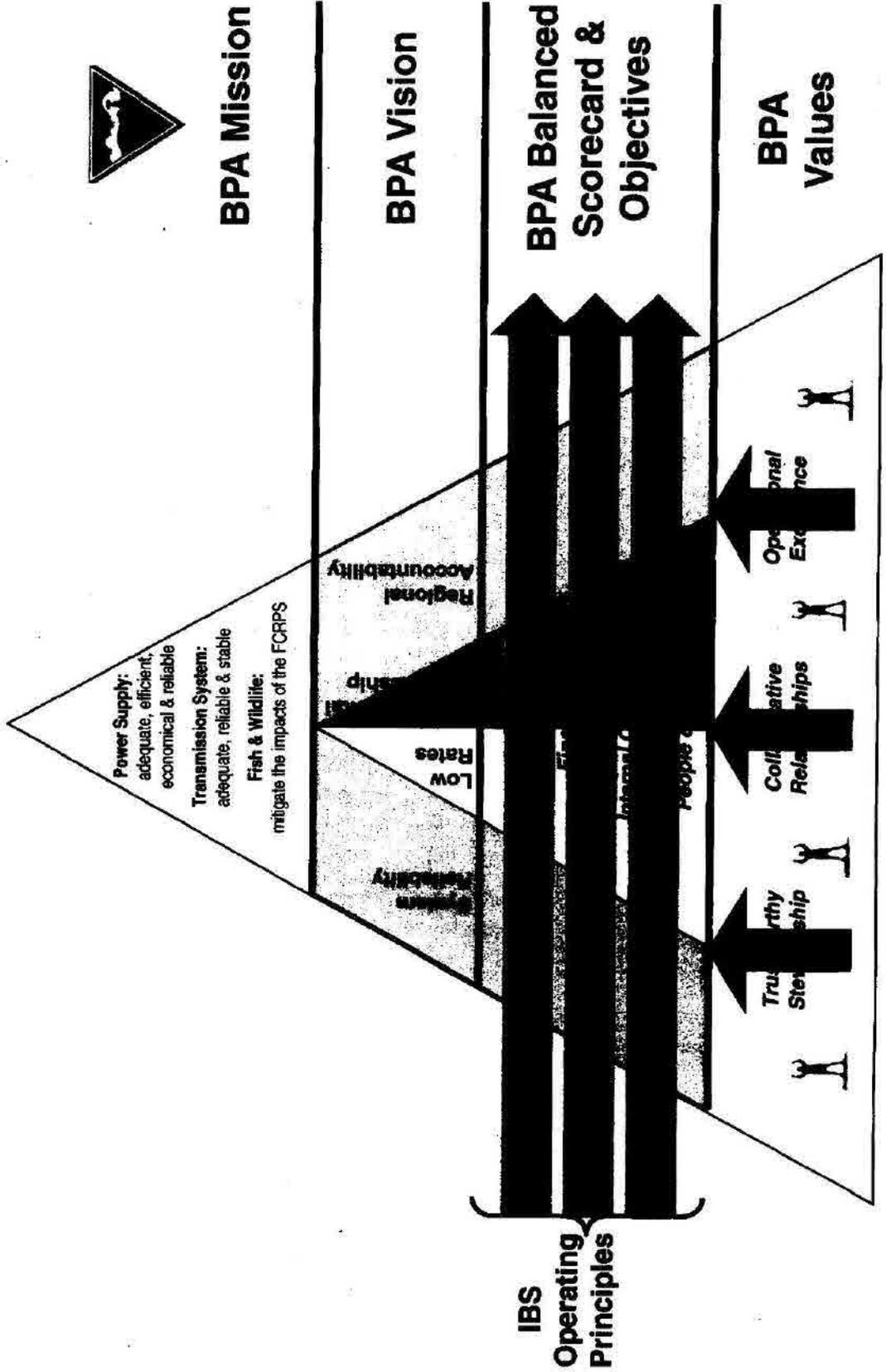
### ● SAFE WORK ENVIRONMENT

Lost-time accident frequency rate (AFR) of 0.0 to 1.1 per 200,000 hours worked. No fatalities occur to BPA employees or contract employees working on BPA facilities.

# Agency Strategy Map – IBS Focus



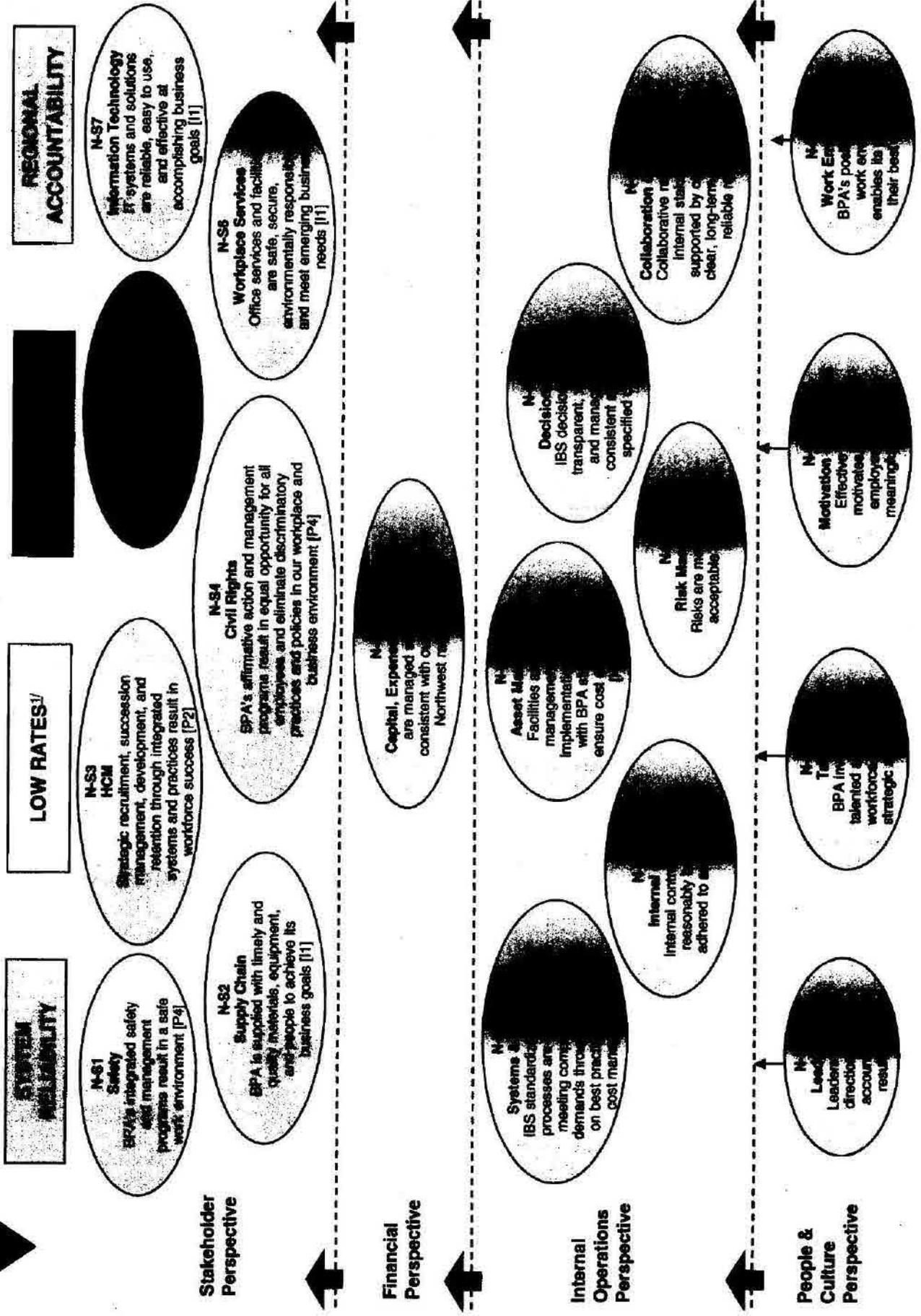
# How Do the IBS Operating Principles Connect with the Agency Direction?





# Internal Business Services Strategy Map (2008-2014)

Version #: final  
 Revision Date: 09/25/07  
 Org. Code: N





**Internal Business Services**  
**FY 2008 TEAM SHARE TARGETS**  
January 23, 2008

**Stakeholder Perspective**

1. **Transmission System Infrastructure Support** : Provide contract and material support with no delays as a result of Supply Chain-caused or reasonably foreseen material shortages to Transmission Services in accomplishment of Transmission capital work plan target: 22-24 out of 24 specified capital sub-portfolios meet their respective critical FY08 milestones. (SO-11,N-S2; KAT-TS)
2. **Key IT Projects**: Information Technology effectively delivers key IT projects based on APSC/BOB approved schedules (80-100% of milestones met). (SO-11, N-S7)
3. **Agency People & Culture Perspective**: The Agency's People & Culture perspective (objectives and targets) is reviewed, revised and re-established by the end of April 2008. (SO-P1, N-S3)

**Financial Perspective**

4. **Internal Operating Costs**: Actual IBS internal operating costs are in the range of \$127 to \$134M. (SO-11, N-F1; KAT-IOC)

**Internal Operations Perspective**

5. **Process Improvement**: Provide quarterly certification that the Human Capital Management EPIP is "on-track" and that it meets targeted milestones in FY 2008. (SO-11, N-11; KAT)
6. **Process Improvement**: Provide quarterly certification that the Information Technology EPIP is "on-track" and that it meets targeted milestones in FY 2008. (SO-11, N-11; KAT)
7. **Process Improvement**: Provide quarterly certification that the Supply Chain EPIP is "on-track" and that it meets targeted milestones in FY 2008. (SO-11, N-11; KAT)
8. **Facilities Asset Management Strategy**: Facilities asset management plan is developed for critical facilities assets and meets agency established deadlines. (SO-14, N-13)
9. **IBS Operating Principles are Advanced and Integrated within Each Function (strategy & operations)**: 8 out of 10 Operating Principles action items are met. (SO-18, P1; N-11, 14, 15, 16, P1, P2)

**People & Culture Perspective**

10. **Safety**: Lost time accident frequency rate of 0.0 - 1.1 per 200,000 hours worked and no fatalities occur to BPA employees or contract employees working on BPA facilities. (SO-P4, N-P4/KAT-S)

**FY08 Team Share Payout:**

- **Process:**
  - IBS is using a subset of IBS Balanced Scorecard measures for FY08 Team Share targets.
  - IBS FY08 Team Share Targets will be tracked using *pbviews* (BPA's electronic performance management system).
- **Payout:**
  - For each target, full pay out will be given for a Green rating in *pbviews*. Partial (50%) pay out will be given for a Yellow rating in *pbviews*. No payout for a Red rating in *pbviews*.
  - The 10 IBS Team Share targets will be equally weighted - \$72 per target for Green rating for total maximum possible payout of \$720 (\$36 per target for Yellow rating).

## IBS Operating Principles: Key Terms

July 2007

Some of the feedback received from employees on the IBS Operating Principles asked that we elaborate on the key concepts. Below is additional information on specific key concepts contained within the Operating Principles. This list should be augmented as necessary to help provide clarity during our journey.

**Partnerships:** The term "partnership" speaks to the manner in which we relate to our stakeholders. We are not servants, per se, although we often provide service. We are not road blocks, although occasionally we are asked to provide a "one BPA" view and ensure that certain rules, processes, and policies are followed.

We are highly skilled experts who require an agreed-upon definition of how we add value to the BPA Mission with our stakeholders. We are equal partners in getting the business of BPA done, but we do not do the technical work for our stakeholders for which they are the experts, and we do not want them to do our work for which we are the experts. Instead, we want to work together as "partners," each adding our own value-added expertise, to achieve BPA's goals.

Partnership is not about "decision-making authority." Partnership is about working collaboratively within IBS and with our stakeholders on business solutions and achieving success on a task/project jointly. This isn't about creating "win-lose" situations; "partnership" is about a common objective of achieving "win-win" where joint goals are established and respected, and work toward those goals is collaborative.

**Professionalism:** "Professionalism" means both the level of our individual expertise and how we conduct ourselves. With respect to professional expertise, yes, it does mean that we may be moving to professional certifications in some areas. While we will continue to devote training resources to the most critical areas within IBS, consistent with the Workforce Plan and the EPIPs, we will also promote a culture where IBS employees take responsibility for personally investing in their own careers.

The following are a few questions you can ask of yourself that should guide your thinking about having "professional" expertise:

- Am I highly competent in all aspects of my job?
- Do I fully understand the requirements of all my stakeholders?
- Do I keep abreast of leading practices in my profession so that I can provide the most up-to-date solutions?
- Do I actively seek new ways to do work more effectively and efficiently?
- Am I keeping abreast of technology?
- Can I give clear objective reasons for doing things the way I am doing them?
- When I go to training, do I return with new or improved knowledge or skills that I proactively apply to my work?

Professionalism also means that we expect IBS employees to conduct themselves in a professional manner. Professional refers to the way a person conducts him or herself during the course of creating work products. A professional keeps personal feelings and emotions in check,

## IBS Operating Principles: Key Terms

July 2007

is prepared or knows how to be prepared (problem solver), and is self-motivated to do the best job possible within the scope of the requirements, objectives, and resources.

Collaborative, pro-active behavior is an important aspect of a professional since it often determines how successful we are in collaborating with partners and how successful we are in accomplishing our business outcomes.

**Pride:** "Pride" speaks to the morale of the group. This is about how each of us feels when we walk into our workplace and the "vibe" we project to our stakeholders and our colleagues. Proud means that each IBS employee demonstrates pride in the work he or she is asked to perform. It is measured qualitatively in attitude, actions, and work quality. Quantitatively, it can be measured by the success of the work product in meeting the requirements of the agency at a particular level.

At its essence, pride is about the attitude each of us brings to our work as we tackle our daily tasks. It is about demonstrating clear purpose, enthusiasm, and commitment to being an organization that cares about how things are done.

Definitions of Key Terms in IBS Operating Principles - Final July 2007.doc

**Town Hall Meeting Evaluation Form**

Date: 5-7-08  
 Business Unit: Internal Business Services  
 Work Group: BCM - Library

Please answer the following questions by marking the scale accordingly:

**The event:**

	Strongly Agree	Somewhat Agree	No Opinion	Somewhat Disagree *	Strongly Disagree *
Helped me to better understand the business unit I work in.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helped me to better understand my work group and its purpose.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helped me better understand the connection between the work I do and BPA's business strategies.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helped me feel more connected to my executive and work group manager.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opened up the lines of communication between managers and staff.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Attending was a good use of my time.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**The presenter:**

Explained the information clearly and concisely.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adequately addressed important issues and explained reason(s) for relevant decisions.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Was credible and provided reliable information.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Listened to employee's questions and concerns.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Created a comfortable environment to ask questions.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Demonstrated a willingness to act on valid suggestions proposed by employees.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**From Kim:**

\* If you responded *Somewhat Disagree* or *Strongly Disagree*, I would really like to fully understand your feedback to improve. Please tell me more: \_\_\_\_\_

\_\_\_\_\_

**Town Hall Meeting Evaluation Form**

Date: 5/7/08  
 Business Unit: Internal Business Services  
 Work Group: HCM - NHT

Please answer the following questions by marking the scale accordingly:

**The event:**

	Strongly Agree	Somewhat Agree	No Opinion	Somewhat Disagree *	Strongly Disagree *
Helped me to better understand the business unit I work in.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helped me to better understand my work group and its purpose.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helped me better understand the connection between the work I do and BPA's business strategies.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helped me feel more connected to my executive and work group manager.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opened up the lines of communication between managers and staff.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Attending was a good use of my time.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**The presenter:**

Explained the information clearly and concisely.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adequately addressed important issues and explained reason(s) for relevant decisions.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Was credible and provided reliable information.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Listened to employee's questions and concerns.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Created a comfortable environment to ask questions.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Demonstrated a willingness to act on valid suggestions proposed by employees.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**From Kim:**

\* If you responded *Somewhat Disagree* or *Strongly Disagree*, I would really like to fully understand your feedback to improve. Please tell me more: Both made a good attempt @ creating a comfortable forum to ask questions. Thank you

# Town Hall Meeting Evaluation Form

Date: 5.7.08  
 Business Unit: Internal Business Services  
 Work Group: NHT

Please answer the following questions by marking the scale accordingly:

### The event:

	Strongly Agree	Somewhat Agree	No Opinion	Somewhat Disagree *	Strongly Disagree *
Helped me to better understand the business unit I work in.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Helped me to better understand my work group and its purpose.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Helped me better understand the connection between the work I do and BPA's business strategies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Helped me feel more connected to <u>my executive and work group manager.</u>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opened up the lines of communication between managers and staff.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Attending was a good use of my time.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### The presenter:

Explained the information clearly and concisely.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adequately addressed important issues and explained reason(s) for relevant decisions.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Was credible and provided reliable information.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Listened to employee's questions and concerns.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Created a comfortable environment to ask questions.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Demonstrated a willingness to act on valid suggestions proposed by employees.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

From Kim:

\* If you responded *Somewhat Disagree* or *Strongly Disagree*, I would really like to fully understand your feedback to improve. Please tell me more:

already  
I think I understand our business unit, my work groups purpose, & the connection between my work & BPA's business strategies.

# Town Hall Meeting Evaluation Form

Date: \_\_\_\_\_  
 Business Unit: Internal Business Services  
 Work Group: \_\_\_\_\_

Please answer the following questions by marking the scale accordingly:

**The event:**

	Strongly Agree	Somewhat Agree	No Opinion	Somewhat Disagree *	Strongly Disagree *
Helped me to better understand the business unit I work in.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Helped me to better understand my work group and its purpose.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Helped me better understand the connection between the work I do and BPA's business strategies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Helped me feel more connected to my executive and work group manager.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opened up the lines of communication between managers and staff.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Attending was a good use of my time.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**The presenter:**

Explained the information clearly and concisely.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adequately addressed important issues and explained reason(s) for relevant decisions.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Was credible and provided reliable information.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Listened to employee's questions and concerns.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Created a comfortable environment to ask questions.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Demonstrated a willingness to act on valid suggestions proposed by employees.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**From Kim:**

\* If you responded *Somewhat Disagree* or *Strongly Disagree*, I would really like to fully understand your feedback to improve. Please tell me more: Not much dialogue about specific workgroups and role connection to greater HCM organization. Not enough time devoted to strategic discussion.

**Town Hall Meeting Evaluation Form**

Date: 07 May  
 Business Unit: Internal Business Services  
 Work Group: NH-CMI

> Performance

> Partnerships

> People

Please answer the following questions by marking the scale accordingly:

Glad Kim took the  
 target of opportunity  
 to re-emphasize  
 the IBS form.

**The event:**

	Strongly Agree	Somewhat Agree	No Opinion	Somewhat Disagree *	Strongly Disagree *
Helped me to better understand the business unit I work in.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helped me to better understand my work group and its purpose.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helped me better understand the connection between the work I do and BPA's business strategies.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helped me feel more connected to my executive and work group manager.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opened up the lines of communication between managers and staff.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Attending was a good use of my time.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**The presenter:**

Explained the information clearly and concisely.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adequately addressed important issues and explained reason(s) for relevant decisions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Was credible and provided reliable information.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Listened to employee's questions and concerns.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Created a comfortable environment to ask questions.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Demonstrated a willingness to act on valid suggestions proposed by employees.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**From Kim:**

\* If you responded *Somewhat Disagree* or *Strongly Disagree*, I would really like to fully understand your feedback to improve. Please tell me more: \_\_\_\_\_

**Town Hall Meeting Evaluation Form**

Date: 5-7-08  
 Business Unit: Internal Business Services  
 Work Group: NHT-1

Please answer the following questions by marking the scale accordingly:

**The event:**

	Strongly Agree	Somewhat Agree	No Opinion	Somewhat Disagree *	Strongly Disagree *
Helped me to better understand the business unit I work in.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helped me to better understand my work group and its purpose.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helped me better understand the connection between the work I do and BPA's business strategies.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helped me feel more connected to my executive and work group manager.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opened up the lines of communication between managers and staff.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Attending was a good use of my time.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**The presenter:**

Explained the information clearly and concisely.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adequately addressed important issues and explained reason(s) for relevant decisions.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Was credible and provided reliable information.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Listened to employee's questions and concerns.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Created a comfortable environment to ask questions.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Demonstrated a willingness to act on valid suggestions proposed by employees.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

From Kim:

\* If you responded *Somewhat Disagree* or *Strongly Disagree*, I would really like to fully understand your feedback to improve. Please tell me more: \_\_\_\_\_

\_\_\_\_\_

**Town Hall Meeting Evaluation Form**

**Date:** \_\_\_\_\_  
**Business Unit:** Internal Business Services  
**Work Group:** \_\_\_\_\_

Please answer the following questions by marking the scale accordingly:

**The event:**

	Strongly Agree	Somewhat Agree	No Opinion	Somewhat Disagree *	Strongly Disagree *
Helped me to better understand the business unit I work in.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helped me to better understand my work group and its purpose.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helped me better understand the connection between the work I do and BPA's business strategies.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helped me feel more connected to my executive and work group manager.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opened up the lines of communication between managers and staff.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Attending was a good use of my time.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**The presenter:**

Explained the information clearly and concisely.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adequately addressed important issues and explained reason(s) for relevant decisions.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Was credible and provided reliable information.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Listened to employee's questions and concerns.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Created a comfortable environment to ask questions.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Demonstrated a willingness to act on valid suggestions proposed by employees.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**From Kim:**

**\* If you responded *Somewhat Disagree* or *Strongly Disagree*, I would really like to fully understand your feedback to improve. Please tell me more:** \_\_\_\_\_

\_\_\_\_\_

## Town Hall Meeting Evaluation Form

Date: \_\_\_\_\_  
 Business Unit: Internal Business Services  
 Work Group: \_\_\_\_\_

Please answer the following questions by marking the scale accordingly:

### The event:

	Strongly Agree	Somewhat Agree	No Opinion	Somewhat Disagree *	Strongly Disagree *
Helped me to better understand the business unit I work in.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helped me to better understand my work group and its purpose.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helped me better understand the connection between the work I do and BPA's business strategies.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helped me feel more connected to my executive and work group manager.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opened up the lines of communication between managers and staff.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Attending was a good use of my time.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### The presenter:

Explained the information clearly and concisely.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adequately addressed important issues and explained reason(s) for relevant decisions.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Was credible and provided reliable information.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Listened to employee's questions and concerns.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Created a comfortable environment to ask questions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Demonstrated a willingness to act on valid suggestions proposed by employees.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### From Kim:

\* If you responded *Somewhat Disagree* or *Strongly Disagree*, I would really like to fully understand your feedback to improve. Please tell me more: \_\_\_\_\_

**Town Hall Meeting Evaluation Form**

Date: 5/7/08  
 Business Unit: Internal Business Services  
 Work Group: NH

Please answer the following questions by marking the scale accordingly:

**The event:**

	Strongly Agree	Somewhat Agree	No Opinion	Somewhat Disagree *	Strongly Disagree *
Helped me to better understand the business unit I work in.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helped me to better understand my work group and its purpose.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helped me better understand the connection between the work I do and BPA's business strategies.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helped me feel more connected to my executive and work group manager.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opened up the lines of communication between managers and staff.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Attending was a good use of my time.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**The presenter:**

Explained the information clearly and concisely.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adequately addressed important issues and explained reason(s) for relevant decisions.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Was credible and provided reliable information.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Listened to employee's questions and concerns.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Created a comfortable environment to ask questions.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Demonstrated a willingness to act on valid suggestions proposed by employees.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

*Done well, but (Always hard in a lg group setting)*

**From Kim:**

\* If you responded *Somewhat Disagree* or *Strongly Disagree*, I would really like to fully understand your feedback to improve. Please tell me more: \_\_\_\_\_

**Town Hall Meeting Evaluation Form**

Date: 5/7/08  
 Business Unit: Internal Business Services  
 Work Group: NAP

Please answer the following questions by marking the scale accordingly:

**The event:**

	Strongly Agree	Somewhat Agree	No Opinion	Somewhat Disagree *	Strongly Disagree *
Helped me to better understand the business unit I work in.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helped me to better understand my work group and its purpose.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helped me better understand the connection between the work I do and BPA's business strategies.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helped me feel more connected to my executive and work group manager.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opened up the lines of communication between managers and staff.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Attending was a good use of my time.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**The presenter:**

Explained the information clearly and concisely.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adequately addressed important issues and explained reason(s) for relevant decisions.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Was credible and provided reliable information.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Listened to employee's questions and concerns.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Created a comfortable environment to ask questions.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Demonstrated a willingness to act on valid suggestions proposed by employees.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

From Kim:

\* If you responded *Somewhat Disagree* or *Strongly Disagree*, I would really like to fully understand your feedback to improve. Please tell me more: \_\_\_\_\_

**Town Hall Meeting Evaluation Form**

Date: 5/7/05  
 Business Unit: Internal Business Services  
 Work Group: NAR

Please answer the following questions by marking the scale accordingly:

**The event:**

	Strongly Agree	Somewhat Agree	No Opinion	Somewhat Disagree *	Strongly Disagree *
Helped me to better understand the business unit I work in.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helped me to better understand my work group and its purpose.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helped me better understand the connection between the work I do and BPA's business strategies.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helped me feel more connected to my executive and work group manager.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opened up the lines of communication between managers and staff.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Attending was a good use of my time.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**The presenter:**

Explained the information clearly and concisely.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adequately addressed important issues and explained reason(s) for relevant decisions.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Was credible and provided reliable information.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Listened to employee's questions and concerns.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Created a comfortable environment to ask questions.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Demonstrated a willingness to act on valid suggestions proposed by employees.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

From Kim:

\* If you responded *Somewhat Disagree* or *Strongly Disagree*, I would really like to fully understand your feedback to improve. Please tell me more: \_\_\_\_\_

\_\_\_\_\_

# Town Hall Meeting Evaluation Form

Date: 5/07/2008  
 Business Unit: Internal Business Services  
 Work Group: NHIM

Please answer the following questions by marking the scale accordingly:

**The event:**

	Strongly Agree	Somewhat Agree	No Opinion	Somewhat Disagree *	Strongly Disagree *
Helped me to better understand the business unit I work in.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helped me to better understand my work group and its purpose.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helped me better understand the connection between the work I do and BPA's business strategies.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helped me feel more connected to my executive and work group manager.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opened up the lines of communication between managers and staff.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Attending was a good use of my time.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**The presenter:**

Explained the information clearly and concisely.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adequately addressed important issues and explained reason(s) for relevant decisions.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Was credible and provided reliable information.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Listened to employee's questions and concerns.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Created a comfortable environment to ask questions.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Demonstrated a willingness to act on valid suggestions proposed by employees.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

From Kim:

\* If you responded *Somewhat Disagree* or *Strongly Disagree*, I would really like to fully understand your feedback to improve. Please tell me more: \_\_\_\_\_

**Town Hall Meeting Evaluation Form**

Date: 8/5/08  
 Business Unit: Internal Business Services  
 Work Group: NTL-1

Please answer the following questions by marking the scale accordingly:

**The event:**

	Strongly Agree	Somewhat Agree	No Opinion	Somewhat Disagree *	Strongly Disagree *
Helped me to better understand the business unit I work in.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helped me to better understand my work group and its purpose.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helped me better understand the connection between the work I do and BPA's business strategies.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helped me feel more connected to my executive and work group manager.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opened up the lines of communication between managers and staff.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Attending was a good use of my time.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**The presenter:**

Explained the information clearly and concisely.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adequately addressed important issues and explained reason(s) for relevant decisions.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Was credible and provided reliable information.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Listened to employee's questions and concerns.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Created a comfortable environment to ask questions.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Demonstrated a willingness to act on valid suggestions proposed by employees.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**From Kim:**

\* If you responded *Somewhat Disagree* or *Strongly Disagree*, I would really like to fully understand your feedback to improve. Please tell me more: \_\_\_\_\_

\_\_\_\_\_

## Town Hall Meeting Evaluation Form

Date: 5-7-08  
Business Unit: Internal Business Services  
Work Group: NHT

Please answer the following questions by marking the scale accordingly:

### The event:

	Strongly Agree	Somewhat Agree	No Opinion	Somewhat Disagree *	Strongly Disagree *
Helped me to better understand the business unit I work in.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helped me to better understand my work group and its purpose.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helped me better understand the connection between the work I do and BPA's business strategies.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helped me feel more connected to my executive and work group manager.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opened up the lines of communication between managers and staff.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Attending was a good use of my time.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### The presenter:

Explained the information clearly and concisely.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adequately addressed important issues and explained reason(s) for relevant decisions.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Was credible and provided reliable information.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Listened to employee's questions and concerns.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Created a comfortable environment to ask questions.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Demonstrated a willingness to act on valid suggestions proposed by employees.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### From Kim:

\* If you responded *Somewhat Disagree* or *Strongly Disagree*, I would really like to fully understand your feedback to improve. Please tell me more: \_\_\_\_\_

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# Town Hall Meeting Evaluation Form

Date: 5/5/08  
 Business Unit: Internal Business Services  
 Work Group: NH

Please answer the following questions by marking the scale accordingly:

**The event:**

	Strongly Agree	Somewhat Agree	No Opinion	Somewhat Disagree *	Strongly Disagree *
Helped me to better understand the business unit I work in.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helped me to better understand my work group and its purpose.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helped me better understand the connection between the work I do and BPA's business strategies.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helped me feel more connected to my executive and work group manager.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opened up the lines of communication between managers and staff.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Attending was a good use of my time.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**The presenter:**

Explained the information clearly and concisely.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adequately addressed important issues and explained reason(s) for relevant decisions.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Was credible and provided reliable information.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Listened to employee's questions and concerns.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Created a comfortable environment to ask questions.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Demonstrated a willingness to act on valid suggestions proposed by employees.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**From Kim:**

\* If you responded *Somewhat Disagree* or *Strongly Disagree*, I would really like to fully understand your feedback to improve. Please tell me more: \_\_\_\_\_



① Why is Ex 6 leaving

② Why Roy

③ Roy's philos for work

How things get done

Have Roy there.

Non responsive

Taken from

Kim's notebook

Feb 20, 2008

## IBS Town Hall Meetings

### Overview

<b>Audience:</b>	IBS Work Groups
<b>Purpose:</b>	Improve Communications between employees and executives
<b>Presenter:</b>	Kim Leathley & individual IBS Functional Managers
<b>Meeting Length:</b>	1 hour (5 minute intro, 20-30 minute Q&A, 10 minute presentation, final 20 minute Q&A)
<b>Materials:</b>	<ol style="list-style-type: none"> <li>1. Display Board of Pyramid – IBS Principles &amp; BPA's mission/vision/objectives</li> <li>2. Display Board of Agency Strategy Map with I1 blown-up</li> <li>3. Display Board of IBS Team Share</li> <li>4. Handout: IBS Strategy Map</li> <li>5. Handout: IBS Team Share</li> <li>6. Handout: IBS Team Share Progress Report for Q1</li> <li>7. Evaluation Form</li> </ol>
<b>Key Messages:</b>	<ol style="list-style-type: none"> <li>1. IBS Executive &amp; Managers want to hear from employees.</li> <li>2. Acknowledge changes, EPIP, Employee Survey Results and heavy workload.</li> <li>3. Work together to achieve Key Agency Targets using our Operating Principles and delivering internal infrastructure to the rest of the agency.</li> </ol>

### Agenda

Topic	Time	Who
1. Welcome & Introduces Kim	2 min.	Functional Manager
2. Welcome & Review Agenda	2 min.	Kim
3. Q & A	20-30 min.	Kim
4. Presentation on Where We're Headed with IBS	10 min.	Kim (& Functional Manager)
5. Q & A	15 min.	Kim
6. Wrap-Up	5 min.	Kim

### Speaking Points

Topic	Who	Points
1. Welcome & Introduces Kim	Funct. Manager	<ul style="list-style-type: none"> <li>• We heard through the employee survey that employees would like to have more interaction with the executives.</li> <li>• Internal Business Services wants to ensure that IBS employees feel connected to the overall BPA mission and that everyone understands how the work we do is connected to the meeting the key agency targets.</li> </ul>

## IBS Town Hall Meetings

Topic	Who	Points
<p><b>2. Welcome &amp; Review Agenda</b></p>	<p><b>Kim</b></p>	<ul style="list-style-type: none"> <li>• Thank employees for attending</li> <li>• I have reviewed the employee survey and I know some of you attended a follow up session with Pam Marshall to discuss in more detail the survey results. I am pleased that you were so willing to spend the time and share additional information about changes you would like to see.</li> <li>• I know there is a lot of information and messages that go up and down the chain of command. I don't want to see messages lost in translation.</li> <li>• We have good communication tools at BPA and so I agree with many of your comments – it's not about more information – it's about the quality, context, and timeliness.</li> <li>• Goals for today:               <ol style="list-style-type: none"> <li>1. Informal opportunity to hear what's going on from you &amp; your perspective on your work environment – I'm interested in knowing what's working well and what's not</li> <li>2. To the extent we can, answer questions that are on your mind</li> <li>3. Share with you where we're headed with Internal Business Services and our goals for this year</li> </ol> </li> </ul>
<p><b>3. Q &amp; A</b></p>	<p><b>Kim</b></p>	<ul style="list-style-type: none"> <li>• This is my opportunity to hear from you. I want to start with some questions.               <ol style="list-style-type: none"> <li>1. What do you feel are the barriers to improving performance in your work group?</li> <li>2. Do you have ideas on how we can more successful partner with others who request or need our services?                   <ul style="list-style-type: none"> <li>▪ We can't always provide the exact service someone needs - i.e., with EPIP process changes</li> <li>▪ How can we partner with others so they understand our business obligations and still get the work accomplished in a manner that is a true partnership?</li> </ul> </li> <li>3. How can we continue to improve our skills (professionalism) and performance as individuals and as an agency?</li> </ol> </li> </ul>

## IBS Town Hall Meetings

Topic	Who	Points
<p><b>4. Presentation on Where We're Headed with IBS</b></p>	<p><b>Kim &amp; Funct. Manager</b></p>	<p><b>KIM:</b></p> <ul style="list-style-type: none"> <li>• Glad to be back</li> <li>• IBS has a big year ahead:               <ol style="list-style-type: none"> <li>1. Making progress on the IT, Supply Chain &amp; HCM EPIP</li> <li>2. Establishing our "service relationship" or partnership with the agency, and</li> <li>3. Addressing workforce issues – from morale, to succession planning, to skill building of existing staff</li> </ol> </li> <li>• It's an exciting time to be here in IBS – and I'd like to continue hearing along the way about what working well and what isn't – what seems harder than it should and what would make your job easier</li> <li>• It's our job to deliver the internal infrastructure for the Agency. It's expected that we will do it in an efficient, effective and customer-oriented way for our internal stakeholders</li> <li>• You are the people who can make this happen.</li> <li>• To guide this effort we are integrating the Operating Principles into our systems and functional strategies.</li> <li>• Use Display Board: Go over quickly the relationship between BPA's mission/vision/objectives and the IBS Operating Principles.</li> <li>• IBS-wide we are: (Use Display Board)               <ol style="list-style-type: none"> <li>1. Performance: Making progress on the 3 EPIPs (establishing more stream-line processes) and establishing KPIs across all functions.</li> <li>2. Partnerships: Getting agreement with our internal stakeholders about the targets associated with the KPIs, and integrating the Agency Decision Framework into our decision-making processes</li> <li>3. People: Investing in employees through prioritized training plans and addressing succession issues</li> </ol> </li> </ul> <p><b>FUNCTIONAL MANAGER:</b></p> <ul style="list-style-type: none"> <li>• Describe 3 examples of how the function has integrated the IBS Principles into its strategy and/or operations.               <ol style="list-style-type: none"> <li>1. Performance: XXX</li> <li>2. Partnerships: XXX</li> <li>3. People: XXX</li> </ol> </li> </ul> <p><b>KIM:</b></p> <ul style="list-style-type: none"> <li>• Finally, Team Share for IBS</li> </ul>
<p><b>5. Q &amp; A</b></p>	<p><b>Kim</b></p>	<ul style="list-style-type: none"> <li>• Do employees see examples of what we've talked about? (Performance, Partnerships, People)</li> <li>• Final questions from you</li> </ul>
<p><b>6. Wrap-Up</b></p>	<p><b>Kim</b></p>	<ul style="list-style-type: none"> <li>• What I'll be doing:               <ol style="list-style-type: none"> <li>1. Attending staff meetings throughout the year to stay in touch with you and hear about your work.</li> <li>2. Getting back to you through and email that captures what you have told me today with my thoughts on how we can overcome some of the challenges facing us today.</li> </ol> </li> <li>• I think you are a terrific group and I fortunate to be working with you.</li> <li>• Please fill out the evaluation so we can hear whether this was valuable and how we can improve on these sessions in the future.</li> <li>• Thank you, again, for coming and your forthright feedback.</li> </ul>

Drafted but not sent on June 3, 2008

Ex 6

The Honorable

Ex 6

Dear

Ex 6

Ex 6 I attended a *Human Capital Management (HCM)* meeting lead by Internal Business Services and Ex 6, Human Resources Ex 6. All HCM staff was invited to this meeting, and I estimated about thirty federal employees attended.

During this meeting, Ex 6 asked, "What can we [the management team] do to make your jobs easier?" Ex 6 requested support from the management team when field managers wanted to bypass Federal Law and Office of Personnel Management (OPM) hiring regulations in order to allow them to select a specific individual, regardless of their position on the hiring list, or their protected status under the law.

In response to this request for HCM management support, Ex 6 stated that Human Resources staff should defer to the field manager's judgment, and used the example of hiring veterans. Ex 6 replied to Ex 6, "You know there are ways to get around hiring Veterans. We (HCM) should support the field managers and allow them to hire the applicant that they believe will do the best job. After all, field managers are our customers." This statement was witnessed by the entire Human Resources staff that attended the meeting.

Being a veteran (US Navy) myself, I was appalled to hear this blatant declaration to "get around hiring" my fellow veterans. Ex 6 statement directed Ex 6 subordinate Human Resources staff to circumvent Congressional intent to reward veterans for their service to our country. Additionally Ex 6 advocated evading the OPM regulations that ensure and protect the merit based system of hiring, maintaining, and promoting federal employees.

Will Hispanics and Asians be next, or will Ex 6 next be directing BPA HCM staff to "get around hiring" African-Americans? Ex 6 is tearing down the Federal employment system at BPA, a system that rewards merit as defined by Congress, in order to replace it with a system based on Ex 6 and senior BPA management's sole direction. BPA senior management has forgotten that BPA is still a federal agency, part of the Department of Energy. BPA senior management exhibits the same attitude that the Mineral Management Service, under the Department of Interior, displayed in the recently revealed scandal in Denver, Colorado.

Senior management has eliminated most Human Resources staff with federal sector experience. Replacements have been primarily hired from outside the federal system and have no Federal Human Resources experience and very little general Human Resources experience. Ex 6 is directly responsible for placing Ex 6 in the position of Human Resources Ex 6, a critical position requiring extensive knowledge and experience in Federal Sector Human Resources, knowledge and experience that Ex 6 does not have.

This purging of Federal Human Resources knowledge and experience has resulted in two illegal hires that I am aware of, and the failure to renew a key promotion warrant with OPM has led to subsequent illegal promotions of several managers over the last year.

I believe that BPA is too incompetent to administer the Human Resources functions necessary to comply with federal law and regulations. I am requesting a Congressional investigation of BPA's Human Resources Department and Ex 6 involvement in attempting to circumvent Federal Law, Congressional intent, and OPM regulations. Please consider direct OPM oversight of BPA's Human Resources department, with independent authority that can remain separate and protected from manipulation by BPA senior management.

I believe that BPA is the best vehicle to provide power transmission to the Pacific Northwest. I am proud to be part of BPA and to serve its employees and the public trust. However, appropriate action needs to be taken to save BPA from suffering the same fate as the Tennessee Valley Authority under Ex 6.

Sincerely,

Ex 6

# IBS Town Halls

## IBS Operating Principle Action Item:

The IBS EVP and functional heads will hold a series of "town-hall" meetings to gather ideas about possible changes necessary to "live" the principles within the function. All ideas collected will be carefully analyzed and the results will be provided to IBS employees.

## Background:

Nine Town Halls were conducted. For these first town halls, we chose to do them by organizations to allow for more in depth discussion of issues that may be most appropriate for that group. We took notes at each meeting and have taken those notes to determine general themes that relate to our original goal of addressing the operating principles. If there were any technical issues raised at the meetings that were specific to one group, we have asked the Tier 2 manager to deal with those items.

Most of the value from these town halls has already been achieved as we listened and responded in the meetings to the concerns of the employees. However, we still find that it is important to close-out with the IBS employees to remind them of what happened and what we are doing to address their concerns. Please note that most of the items raised we are already working to improve. As we identify action items, it is important that we connect the actions we have in place with the concerns that the employees raised.

## Action Steps:

June 30 IBSLT Meeting -- Analyze the notes taken at the IBS Town Hall meetings, identify the general themes and action items to address the employee concerns. We also need to decide what to release to the unions as AFGE has asked for the notes from the meetings.

By July 15, Kim will send to all IBS employees a summary of the results of the Town Halls and how IBS is addressing concerns.

## General Themes and Action Items

### Performance

#### Themes:

- Heavy Workload: EPIP has added to workload; workload distribution often not fair; forecasting workload difficult (BiOP, Regional Dialog, Master lease); lack of resources to meet workload (e.g. budget, people)
- Lack of Effective Change Management: need to better communicate changes; need to involve employees more fully and earlier in change decisions;
- No Priorities: always shifting

*put in appropriate communication  
understand effects before change / address changes  
setting up processes, assess impact*

#### Actions (food for thought):

- We are winding down the EIPs and expect to see real value as we move from the planning phase to implementing the EIPs fully. We have developed strategic plans or directions in IT, Supply Chain, and HCM.
- We are open to adjusting our workload with agreement from our stakeholders as was done (a) last April by the front office and (2) at the BOB in the IT prioritization process.
- The ADKAR tool is being deployed to help in our change management activities.
- The use of the new ADF tool will allow us to more clearly articulate decisions that we make so that change will be more effective.
- We are utilizing a more rigorous and timely BSC development process as well as implementing a new Managers performance system to address priority setting.
- We have developed a set of Key Performance Indicators (KPIs) to clarify what constitutes success and this will dictate part of our priorities.

### Partnerships

#### Themes:

- Managing Clients: We need to manage their expectations better; we need to communicate better with them about changes that we make; they are very demanding
- Setting Realistic Targets: Sometimes seem arbitrary

#### Actions (food for thought):

- We have been working with the help of the Public Affairs group to do a better job of getting information out to our stakeholders / clients as well as our employees.
- We have developed a set of Key Performance Indicators (KPIs) to clarify what constitutes success and they have been agreed to by the Business Operations Board (BOB). Also, we agreed to bring them back to the BOB in early Fall to make sure that they are realistic and adding real value to the success of BPA.

### People

#### Themes:

- Effective Staffing: Hiring managers from outside BPA is concerning; we have lost our pipelines when we hire only at the higher grade levels; HCM not supporting staffing in a timely fashion; need more FTE ( too constrained); need better succession planning
- Role of IBS management: needs to get out and meet with employees; need to get educated about what employees do; need more face –to-face time
- More Training and Development: need to spend more money in training; invest more in employees

- Better Communications: between groups is often a problem; too many silos; communications chains are broken as processes change.

Actions (food for thought):

- Several of the IBS occupations have been identified in the BPA Workforce Plan and have appropriate action steps identified to mitigate any risks.
- Tier 2 groups are developing training plans and professional standards that we will be fully operational in FY-09.
- IBS is working hard to staff up to its FTE levels with the appropriate skill sets and in strategic areas.
- We have conducted 9 town halls and the EVP has attended about 15 Tier 2 group staff meetings so far this year. The EVP plans to continue these communications efforts in the future.

Town Halls Actions.doc; 6/26; rps hdrive

Need for policies & procedures to be documented  
easily retrievable so people understand  
what is expected of <sup>them</sup> and the various  
roles & responsib. of others

EP

Too focused on org. results.  
Not focused on problem solving.

Draft Email message to IBS employees  
From: Kim Leathley

IBS employees:

As you know, the IBS Leadership Team (IBSLT) hosted Town Hall meetings between February and May. I enjoyed the meetings and want to thank you for attending and participating in these interesting and lively discussions.

During June the IBS Leadership Team reviewed the notes that were taken at the meetings and discussed the sessions to evaluate what actions we could take to address some of the issues you raised during the meetings. We held the Town Hall meetings by group, initially thinking that there may be some specific group issues people would want to discuss and to give me an opportunity to meet group by group to get a better feel for the work you do every day.

I am impressed by the commitment to the agency that you conveyed, your dedication to your work group and your every day tasks. As the IBSLT discussed the sessions we explored the commonalities across group lines and looked at issues in relationship to the IBS operating principles of Performance, Partnerships and People.

A couple of themes stood out for us in relation to our operating principle for Performance.

- Employees are experiencing a very heavy workload and sometimes view the heavy workload as something that is inequitable compared to others in the agency.
- Employees would like us to do a better job at managing and communicating major changes in our work processes and to ensure that other groups in the agency understand the changes that have been made within our workgroups.

As we reflected on these themes, we acknowledged that the workload in IBS has increased. Our investment in process improvements also added to the workload. Once the new processes are fully implemented we expect employees will see that the productivity improvements we have made will allow us to handle the increased workload on a sustained basis. But, we know we need to stay focused on change management and continuous improvement to fully take advantage of the process improvements we have made.

A focus on effective change management means that the Leadership Team will work with other managers throughout the agency to convey the IBS work priorities and work to ensure alignment of expectations for all work groups. As we do this we want to take advantage of process changes that have been established and all IBS employees need to focus on the work priorities the managers have set. We realize that in the spirit of customer service we always want to say yes to requests but project priorities take precedence.

As we reviewed what we heard at the Town Hall meetings regarding Partnerships, two requests couldn't be missed.

- Employees would like assistance in managing client expectations.
- Employees would like managers to set realistic targets.

As noted earlier, aligning expectations on all sides is critical for successful change management. We are holding meetings with stakeholders and forming stakeholder advisory groups in order to increase their knowledge of our processes and what changes are being implemented. We want them to understand how the changes benefit their workgroups and the entire agency. Additionally, we are developing joint metrics and targets with our partners. This gives us the ability to provide and receive feedback with our stakeholders about how our processes are working together in an effective and efficient manner.

We have also developed a set of Key Performance Indicators (KPIs) to clarify what constitutes success. The KPIs have been negotiated and agreed to by our stakeholders and by the Business Operations Board (BOB). Newly implemented metrics may result in targets that initially seem unrealistic due to our inexperience and lack of history applying this type of performance measure but we will revisit the KPIs and targets annually, adjusting as necessary, to make sure they are realistic and add real value to the success of IBS and the broader agency.

A couple of issues really came to the forefront during the Town Hall meetings in relation to our operating principle for People.

- Employees would like to see improved communication between groups.
- Employees desire training and development opportunities.

It seems like a few things are pretty easy to do. First we will continue to hold Town Hall meetings. But it seems that cross group attendance would be a good idea to help improve communication between groups. We scheduled the meetings by group in the spring because we felt there were work group issues that needed to be aired. The LT recognized that many issues are universal and it's important for folks from different work groups to hear what others in IBS are experiencing. We also intend to invite other business line VPs and members of front office to attend to hear about the issues you face.

The IBS LT has a firm commitment to employee training. From past experience, funding has not been the constraint as the training budget has not been fully expended. The IBS Leadership Team will evaluate the training needed, commit to a training plan and ensure the training plan is executed.

I know that I have not addressed every issue or topic that was heard during the town hall sessions but the kind of conversations we shared goes a long way toward making IBS an even better place to work. I have placed the notes from our meetings on the IBS website. As the organization charged with providing the internal infrastructure that allows the rest of the agency to work, it is important that we stay in tune with what works well and where we can make improvements. We also need to ensure there is a balance in the

**Comment [21]:** This would be the link to the notes.

expectations others have on us and the resources we have to deliver them. I will create opportunities for other members of the executive team to join us so they can hear directly from you about the important, complex and sometimes difficult job it is to provide the internal infrastructure to the rest of the agency.

Some of you filled out evaluation forms following our meetings. I have collated the results for your review. I am proud to work with such a dedicated group of people and look forward to our continuing dialogue and continuous improvement in the next fiscal year.

**Comment [32]:** [Link to the Evaluation Results](#)

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**From:** Ex 6  
**Sent:** Wednesday, July 23, 2008 9:53 AM  
**To:** Leathley, Kimberly A - N-4  
**Cc:** Ex 6  
**Subject:** Please review

**Follow Up Flag:** Follow up  
**Flag Status:** Red

Kim, Please review. The word **memo, notes, evaluation results and KPI** will all be hyperlinked to the individual documents in the sharepoint site. Let me know if this work for you. Thanks, Ex 6

Subject Line: Follow up to the IBS Town Hall meetings

IBS Employees:

Thanks so much for attending the IBS Town Hall meetings that were held from February to May. Since that time the IBS Leadership Team discussed the meetings and reviewed the notes that were taken during the sessions. As a team we identified some common themes and developed some ideas on how best to respond to the issues raised at the meetings. I have outlined those important issues in a memo to the entire IBS team. Instead of writing a long email I have posted the memo on the IBS sharepoint site, along with the notes, evaluation results and third quarter KPI report. I enjoyed meeting with you and look forward to more sessions in the future.

Sincerley,  
Kim

*Note: I've requested a sharepoint site for IBS. The current site is HTML and requires work w/ help desk to post and items. HCM has a contractor helping them w/ their sharept site who may have time to help us set up the IBS site.*

Ex 6



## Department of Energy

Bonneville Power Administration  
P.O. Box 3621  
Portland, Oregon 97208-3621

FREEDOM OF INFORMATION ACT/PRIVACY PROGRAM

February 18, 2014

In reply refer to: NN-1

Dan Seligman  
Columbia Research Corporation  
PO Box 99249  
Seattle, WA 98139

### FOIA #BPA-2013-01453-F

Dear Mr. Seligman:

This is a final response to your request for records that you made to the Bonneville Power Administration (BPA) under the Freedom of Information Act (FOIA), 5 U.S.C. 552.

#### **You requested:**

“1. All meeting materials (e.g., agenda, handouts and notes), videos and tape recordings of a BPA Human Capital Management staff meeting on February 20, 2008, in the GSA auditorium in which internal BPA hiring issues (including veterans preferences) were discussed.  
2. All meeting materials (e.g., agenda, handouts and notes), videos and tape recordings of a BPA Human Capital Management staff meeting on May 7, 2008, in which internal BPA hiring issues (including veterans preferences) were discussed.  
3. All follow-up e-mails from BPA Vice President Kim Leathley and Human Resources Officer Roy Fox to each other and/or to BPA staff regarding the February 20 and May 7 meetings (e.g., directing or suggesting that staff take certain actions discussed at the meetings).”

#### **Response:**

On November 27, 2013, BPA provided a partial release to items 1-3 of your request. Due to the significant interest to the public, BPA did an additional forensic network search for documents responsive to item 3 of your request.

BPA found no responsive records in our final search.

There are no fees associated with this request.

Pursuant to Department of Energy FOIA regulations at 10 C.F.R. § 1004.8, you may administratively appeal this response in writing within 30 calendar days. If you choose to appeal, please include the following:

- (1) The nature of your appeal - denial of records, partial denial of records, lack of

- responsive records, or denial of fee waiver;
- (2) Any legal authorities relied upon to support the appeal; and
  - (3) A copy of the determination letter.

Clearly mark both your letter and envelope with the words "FOIA Appeal," and direct it to the following address:

Director, Office of Hearings and Appeals  
Department of Energy  
1000 Independence Avenue SW  
Washington DC 20585-1615

I appreciate the opportunity to assist you. Please contact Kim Winn, FOIA Public Liaison, at 503-230-5273 with any questions about this letter.

Sincerely,

*/s/Christina J. Munro*

Christina J. Munro

Freedom of Information/Privacy Act Officer