

Bureau Enterprise Architecture—Version 2.0 Process Definitions

1.0 PROVIDE CUSTOMER SERVICE 2

The work includes providing visitor services, general information, commercial services information, cadastral survey data, maps, environmental education, interpretation, and brochures as well as working with committees and local governments on social, economic, and environmental needs. This work includes the collection, analysis, interpretation of customer feedback. It includes work performed by any employee anywhere, including but not limited to public rooms, visitor centers and contact stations, and BLM lands in general. This does not include providing information related to specific cases, projects, etc. that is considered as a responsibility of other work processes.

On the process diagram, information flows (requests and responses) are shown going to/from work processes external to Public/Customer Service (within the BLM). These requests are for specific data or support that is not generally available and requires research, analysis or information that is created by these other work processes. This information is not published to the “public domain.” If the data is already published (generally available), then the gathering of information is considered part of the Public/Customer Service work process and is entirely contained within this work process. An example would be design and delivery of a first-of-a-kind educational program.

1.1 PROCESS CUSTOMER SERVICE EVENT

This process is initiated when any BLM employee receives a customer request. A customer can be external (Individuals & Corporations, Congress, Other Federal Agencies, State/Tribal/Local Governments) as well as internal (BLM employees).

Once the request is received, it may require clarification with the requestor, further analysis (which may include an early alert to management), evaluation and perhaps initial research necessary to properly respond/route the request. The work associated with filling the request may need to be assessed and prioritized to provide a realistic estimate of the cost of and timeframe for the response.

Then the receipt of, and customer/event data associated with the request may be documented for processing, tracking and reporting purposes. A request may include one or more events. For example, a customer may in one request ask for a copy of a map, a copy of a master title plat and general recreational information. This would be considered as one request with three separate events.

This process results in a work assignment to an employee (which may be the same person that received the request or a different employee).

1.1.1 Receive Request

Included in the definition for ‘1.1 Process Customer Service Event.’

1.1.2 Assign Preparation of Response

Included in the definition for '1.1 Process Customer Service Event.'

1.2 PREPARE CUSTOMER SERVICE RESPONSE

Once an assignment is received, it is prioritized based on the specific employee's workload. A detailed assessment of the immediacy of the response is made.

Following that, research may be conducted to identify and collect data to fulfill the request. This can include seeking assistance from internal technical or policy experts (for example if policy clarification or specific expertise is required) as well as other sources external to BLM, checking availability of stock and other data sources (such as reports, databases, etc).

The collected data is then analyzed (which may include an early alert to management) and formatted into a draft response that meets the customer's need (which may be a law enforcement contact or delivery of an educational program). The draft then needs to go through the finalization process, which may include quality control (including policy conformance, & technical accuracy and then validation with subject matter experts. The approval process is considered part of the customer service process.

Once approved, the final response is dated (and if appropriate a comment card included) and transmitted (or contact made or educational program delivered). If needed, a copy of the response is sent to work process 9.0 for records management. Finally, information about the response is transmitted to process '1.3 Manage Customer Service Activity.'

1.2.1 Assess/Prioritize Response

Included in the definition for '1.2 Prepare Customer Service Response.'

1.2.2 Research Response

Included in the definition for '1.2 Prepare Customer Service Response.'

1.2.3 Prepare Service Response

Included in the definition for '1.2 Prepare Customer Service Response.'

1.2.4 Finalize Response

Included in the definition for '1.2 Prepare Customer Service Response.'

1.2.5 Transmit/Deliver Response

Included in the definition for '1.2 Prepare Customer Service Response.'

1.3 MANAGE CUSTOMER SERVICE ACTIVITY

Once feedback (such as comment cards, surveys from the public, and observational data from process '1.0 Provide Customer Service') or response information from process '1.2.5

Transmit/Deliver Response' or direction from processes '8.0 Manage Work' or '9.0 Sustain Organization' have been received, the data is compiled into a useable format. A response to these inputs addresses any issues related to the management of the customer service activity as a result of the evaluation of the feedback in this process. These may range from a readily implementable customer service process change (such as assigning responsibility for restocking inventory) which will result in an input to process '1.2 Prepare Customer Service Response' or in preparation of a more formal proactive Customer Service Improvement Plan (CSIP). CSIPs are a means of internal communications to improve customer service. In the first outcome, employees are empowered to make a process change (which implies little commitment of resources) while in the second, a formal decision process is required which may result in significant commitments of resources.

Examples of CSIPs are a change of current business practices, development of new efforts to address new and/or changing customer service needs (such as development of a new education program), development of new publications or a new means of external communication. Data and guidance may be requested from 8.0 and 9.0 in preparation of the CSIP. Final CSIP are submitted to '8.0 Manage Work' and '9.0 Sustain Organization' for decision. Once a decision has been made on the CSIP recommendations, an input to process '1.1 Process Customer Service Event' can be initiated.

1.3.1 Receive Performance Data

Included in the definition for '1.3 Manage Customer Service Activity.'

1.3.2 Develop Customer Service Process Changes

Included in the definition for '1.3 Manage Customer Service Activity.'

1.3.3 Finalize Customer Service Improvement Plan

Included in the definition for '1.3 Manage Customer Service Activity.'

2.0 PERFORM ASSESSMENT

This work process includes the compilation, synthesis, analysis, evaluation, and interpretation of land and mineral status and ownership, cadastral survey, biophysical, legal, political, and socio-economic information to answer questions about conditions, status, trends, risks, opportunities, and effectiveness as they relate to the management of Public lands and the communities they serve. It also includes performing similar work to analyze budgeting, work force planning and other BLM business practices. Establishes the framework for and triggers information collection, it does not perform the collection work.

2.1 PROCESS ASSESSMENT REQUEST

This process receives, clarifies, and prioritizes assessment requests.

2.1.1 Receive Assessment Request

Capture, Log, Acknowledge Request Receipt.

Assign BLM Party

Assessment Request (Y/N)

Requestor Information, Date received, Requestor time/Priority Expectations

2.1.2 Clarify Assessment Request

Level/Type of Assessment Request (Scale/Scope and Applicable Assumptions)

Clear Understanding of Requestor Objective/Question/Problem/Purpose/Outcome

Type and level of information expected in the response

Time frame/Requesters Sense of priority

Determine Analytical Assumptions and Constraints

Partners/Other Interested Parties Identified

One Time Assessment Request or periodically requested (portions)

Criteria/Characteristics- definitions by type are structured basically by land area/resource type.

2.1.3 Prioritize Assessment Request

Criteria used to determine priority

Utilize similar existing Assessment findings

Look for overlaps, dependencies, and inter-relationships between Assessment Requests

Availability of budgeted resources

Feasibility (Time of year, other activities)

Consolidation- Multiple requests for same/similar assessments in same geographic area

2.2 DEVELOP ASSESSMENT PLAN

Determine Assessment Skills, Knowledge, Experience, Abilities

Determine Evaluation/Analyzation approach and needs

Identify applicable hypothesis/Identify surrogates, indicators

Determine Information Needs- Formats, Type, Level of detail, Currency, Specificity

Outline of response content and format

Validate selected strategy with requestor and other parties

Project plan/Budget/Management

2.2.1 Select Assessment Analysis Factor

Based upon the level, type, characteristics, and problem set of the Consolidated Prioritized Assessment Request, a set of components that can be assessed is identified.

2.2.2 Determine Factor Evaluation Method

Acquiring/Redefining/Developing the approach that is used to detect change, improve precision, validate existing information that is important/significant for the component being assessed

2.2.2.1 Acquire Method

Looks to “Collect/Manage/Provide Information” for useful/applicable methods- Method may come from previous assessments, academia, industry, etc.

2.2.2.2 Refine Method

Adjust acquired method to address specific factor component in relation to a unique assessment

2.2.2.3 Develop Approach

Build/create new methods if none already exist

2.2.2.4 Document Method Selection Rationale

Process not currently defined

2.2.3 Determine Assessment Data Needs

Determines the data and its level of specificity, format, quality, etc., required to analyze the component to be assessed.

2.2.3.1 Clarify Data Characteristics

Defines specific data elements, meta-data requirements, reliability, accuracy, units of measure, spatial/textual, number, scale/projection, content format, precision, etc.

2.2.3.2 Determine Direct Data Availability

Ascertain if the characterized data can be obtained/collected in a timely and/or cost effective manner. If not, then this process is identifying the data gaps that will require a derived data model to be developed.

2.2.4 Complete Assessment Plan

A shared understanding (Action Plan) about the assessment approach, and the outcome that the assessment will provide depending upon complexity/size of the assessment. The plan may be quite detailed/involved and require BLM management approval before proceeding. This will include assigning a team/project leader. There must also be a process to identify/approve potential contracting/outsource of the Conduct Assessment Process.

2.2.4.1 Determine Skills, Knowledge, Abilities, Experience Needed

Process not currently defined

2.2.4.2 Establish Assessment Response Content/Format

Defines the basic structure, organization, sections, etc. of the final assessment report so that the “Conduct Assessment Process” will be guided to ensure its results will provide the necessary content.

2.2.4.3 Develop Assessment Budget/Timeline

Process not currently defined

2.2.4.4 Approve Assessment Plan

Process not currently defined

Note: This process includes the identification of the Team Leader.

2.3 CONDUCT ASSESSMENT

- Assemble and organize data (Request for collection)

- Model/derive data per analysis approach to address requestor question/issue. May involve surrogates and/or correlation work (Use of Indicators?)

- Test hypothesis

- Consolidation of Intra/Inter Relationships of the data (Overlaps, gaps, indications, etc)

- Risks and Opportunities

- Conclusions

 - Data/Analysis gaps and implications

 - Key Factors and relationships

What is happening
Significant drivers and factors (Variables?)
More Optional- primarily driven by original question and purpose
Ramifications
Findings
Integrated Recommendations
Need for change to other processes

2.3.1 Form Team

Team leader takes the KSAs from process '2.2.4 Complete Assessment Plan' and attempts to match them to people.

2.3.1.1 Notify External Parties

Process not currently defined

2.3.1.2 Prepare Workforce Request

Process not currently defined

2.3.1.3 Secure Team Participants

Process not currently defined

2.3.2 Refine Assessment Plan

Adjustment to validated/approved assessment plan are considered/evaluated in light of the assessment team KSAs.

2.3.3 Request/Organize Assessment Data

This process requests all data and data derivation models from "Collect/Manage/Provide Information Process" as identified in plan organize data of the analysis process to run the evaluation (methods). Includes running any data derivation models necessary to create derived/surrogate data to be used in the analysis. Develops new data derivation models if none are available from "Collect/Manage/Provide Information Process".

2.3.3.1 Develop New Model

This process develops new models to represent/approximate data that is not directly available.

2.3.4 Analyze Assessment Data

This process will populate the evaluation method with data. After populating the method, will run the evaluate (ion) method(s). Testing the performance of the method based upon the reasonableness of the outputs in relation to what would be expected.

2.3.5 Interpret Analysis Results

This process will always describe what is happening. This will describe factors involved/used in the analysis which are key factors and why. This process will answer/test the hypothesis. The analysis results will be related back to the original request questions and explain what they indicate about the issues around the question(s). The interpretation will develop an “assessment” perspective response/answer to the questions- Are the responses/answers meaningful/useful to the question(s)?

2.4 PRODUCE ASSESSMENT REPORT

Total package based upon strategy response

Response content and format

Ensure distribution to requestor, other interested parties, and assessment portfolio management.

Synthesizes/distills results of the conduct assessment process based upon relevancy and usefulness in communicating the response to the assessment request questions and purpose.

Determine portions of conduct assessment to include in the assessment report.

2.4.1 Distill Key Assessment Findings

This process will identify results (answers, findings, etc.) from the “conduct assessment process” in relation to the level of influences they have in relation to the questions/answers with the objective of highlighting those findings that will be important to communicate to the requestor of the assessment.

2.4.2 Organize/Format Distilled Findings

Creates draft assessment report based upon format from assessment plan.

2.4.3 Review/Finalize Assessment Report

Review draft and perhaps all other information not in draft with internal and external parties outside of the assessment team. In some assessments, this step will be considered but not required. In other assessments, such as large/complex/controversial ones, it may be sent to management for review/concurrence/approval.

2.4.4 Distribute Report

This process prepares all assessment information into finished publishable output as appropriate for media type, audiences and expected ongoing uses.

The flow of information going to Manage/Collect/Provide Information process includes retention category and possibly access security/privacy indicators.

3.0 PERFORM PLANNING

This process involves preparation, revision, maintenance, and publication of BLM plans and plan decisions. It is intended to address all plan types including Land and resources, business development, and business operations.

For example, specifically it will establish resource condition objectives and land-use allocations, including conducting any necessary NEPA analysis and preparation of NEPA documents. It includes work on RMPs, MFPs, other Land Use Plans, multi-jurisdictional plans, integrated activity plans, and single-resource activity plans. Includes decisions that are made through these planning processes, such as ACEC designation and the designation of OHV areas, and activity plans such as fire management plans, AMPs, WH&B HAMP's, and HMPs.

3.1 DEVELOP, AMEND, OR REVISE PLAN

Involves the process of developing new plans (including appropriate NEPA analysis) to respond to changing issues, and coordinating with agencies external to BLM. Typically, planning requires consistent data across BLM administrative units and other public and private organizations. The BLM utilizes a collaborative approach to completing BLM driven, or Community Based and Multi-jurisdictional land use plans within the goals and objectives of the Bureau's strategic plan and applicable laws, regulations, and guidance.

For example, land use planning decisions include those decisions that: establish land health standards or resource objectives; establish, allow, restrict, or exclude uses; establish or recommend special designation status; identify land for retention or disposal; and any type of activity plans that put into effect decisions from land use plans.

3.1.1 Determine Scope (of Plan)

This process involves determining the proper scope of the planning analysis to be done and the nature of the issues to be addressed by the plan. Planning and decision-making, within the context of the Bureau's Strategic Plan and appropriate laws and regulations, may be done at multiple levels to ensure that decisions properly address issues, trends, and concerns.

In the case of Land Use Plan, multiple scales levels of planning decisions, from national to site-specific, provide a comprehensive land use planning base for resources management, within the context of FLPMA. Planning at different geographic scales allows the public to better focus on the level where their interests lie and allows the agency to make decisions that consider cumulative impacts across multiple jurisdictions.

3.1.1.1 Collect Plan Management Candidate Issues

This process gathers problems, concerns, opportunities from both a proactive and response perspective relevant to creation/development of a plan. For Land Use plans, examples would include: Land, Resources, Cultural- Geographic Extent, Resources Present, What are user expectations, Are there any Planning Partners (Y/N), Identify Stakeholders, Relevant Plans

(State, Local, Tribal, etc.), Mandates (Applicable), BLM Policies & Plans present in Area (Strategic Plan, Annual Plan, Performance Plan)

3.1.1.2 Determine Plan Decision Space

This process establishes the sideboards for the geographic extent and issue range where BLM has authority. The decision space is different from analysis space. This will include the list of issues to be addressed during the analysis process, which will not be formally included as a part of the planning scope until completion of ‘3.1.1.3 Develop Plan Strategy.’

3.1.1.3 Develop Plan Strategy

This process identifies the scope, approach, resources, objectives, and a charter for the work involved in completing a plan through the final recommendation. A general statement of purpose and needs is also created here.

3.1.2 Compile Planning Data

This process involves the compilation of appropriate data in order to prepare the plan at the determined scope. It includes requesting Condition/Status Assessment data from all collaborating parties affected. Planning criteria is prepared to ensure decision making is tailored to the issues and to ensure that the unnecessary data collection and analysis is avoided.

3.1.2.1 Determine Detail Plan Analysis Data

This process will define the accuracy, scale, and formats of the data to be collected. The data will be based on the issues and outcomes expected. It will clarify why the information is important to perform analysis and to reach a decision.

3.1.2.2 Identify Plan Analysis Data Sources

This process will identify the sources of the data to be collected. The sources may be internal to BLM, external agencies, or other external sources.

3.1.2.3 Collect Plan Analysis Data

This process actually collects the data and associated metadata. This is a project management function and includes the functions of calling and actually making the requests.

3.1.2.4 Process Collected Plan Analysis Data

This process organizes, reformats, and consolidates the data into a state ready to perform analysis.

3.1.2.5 Evaluate Plan Data

This process is for evaluating the analysis data to ensure that it is accurate enough and of a correct nature to answer the issues raised (completeness and formatting). This step also includes being reviewed for trends, anomalies, and any inconsistencies. This is a management checkpoint to decide to move forward.

3.1.2.6 Post/Distribute Compiled Plan Data

This process will post the prepared planning data. Non-sensitive data can be posted to a website or other location for the purpose of other groups having access to it. For either review of the data itself (quality) or for performing their own analysis.

3.1.3 Develop Plan Alternatives

The BLM has developed a comprehensive land use planning base, which consists of decisions, and supporting data that covers nearly all of the public lands managed by the BLM. NEPA requires the consideration and public availability of information regarding the environmental impacts of major Federal actions. This includes the consideration of alternatives and mitigation of impacts. An interdisciplinary planning team identifies a set of alternative management plans to be evaluated based on input from laws, regulations, the public, BLM management, other Federal, State, or Tribal entities (via NEPA); existing Condition/Status Assessments, Monitoring Data, and past Plan Evaluations, Data is required to develop the Alternatives to provide for the adequate comparison and contrast of the cumulative effects from implementation of each alternative.

3.1.3.1 Clarify/Refine Plan Purpose and Needs

This process documents the reasons for the plan and the desired end goals of the plan. It also establishes the basis for alternatives to be considered, evaluated, and determined.

3.1.3.2 Identify Conceptual Plan Alternatives

This process documents current management and presents the general concept/range of 'reasonable' management choices that are believed likely to accomplish the stated purpose and needs.

Includes: No Action, Restrictive, Moderate, Most Flexible, etc.

3.1.3.3 Describe and Evaluate Plan Alternatives

This process will explain the approach being proposed to achieve goals or purpose, objectives and they will be accomplished as an overall plan. The documentation of the alternatives will show which ones are going forward or not while explaining why they went forward or not.

3.1.4 Analyze Plan Alternatives

The effects on existing and future Conditions/Status are compared, contrasted, and evaluated for each Alternative by an interdisciplinary planning team. This includes the NEPA process, which provides public notice and an explanation of the impacts of the Alternatives at different scales, levels. After public review, one or more of the Alternatives may modified. After further evaluation a proposed plan is identified.

3.1.4.1 Determine Common Applicable Practices

This process determines the practices that will be the same or common to all alternatives, or all action alternatives including the Best Management Practices or Standard mitigation measures for each issue or plan type. These should be consistent among alternatives. Sources of these would be previous/existing plans or handbooks/guidebooks for actions within BLM (Fencing, Culvert Design, Cattle Guards)

The objective of this process is to not duplicate work of analyzing the same information across all alternatives where the result will be the same. (Note: In NEPA speak, “No-Action” is not considered to be an action alternative.)

3.1.4.2 Determine Analytical Assumptions and Constraints

For analytical assumptions, this process documents the procedures/basis about the approach used to establish or substantiate the analysis of effects and comparison of alternatives. Constraints would be the items out of BLM’s ability to directly influence.

3.1.4.3 Validate Analytical Approach

This process reviews the criteria, measures, and analytical procedure or model, established in the strategy to determine if they are still valid and appropriate before the actual analysis begins.

3.1.4.4 Analyze Plan Alternative(s)

The analysis will include the degree of fit or gap etc. During this analysis there will be attempts to portray the impacts/influence upon the landscape. This process will build, populate, perform, and portray the impacts and provide a basis for the comparison of alternatives.

3.1.4.5 Determine Preferred Alternative(s)

This process utilizes the analyzed alternative results to determine which alternative best fits the purpose and needs of the plan.

3.1.4.6 Prepare Draft Plan

This process compiles the alternatives and effects analysis into a document.

3.1.5 Prepare Proposed Plan

Involves the NEPA processes for presenting an EA- or EIS-level analysis for public review/final comments and preparation of a final Proposed Plan document.

3.1.5.1 Analyze Public Comments

This process analyzes all comment for inclusion in the final document. Those that are substantive are to be incorporated into the plan. Includes any new information related to Analysis methods, supporting data, alternatives considered/preferred.

3.1.5.2 Incorporate/Adjust Plan

This process will incorporate changes from re-analysis of the plan or portions of the plan based on comments received.

3.1.5.3 Document Proposed Plan

This process formally assembles the plan document including adjustments for comments in preparation for distribution. Specifically this includes preparing the protest period notice, formatting the document for printing, ensuring printer requirements are done, and distributing the proposed plan.

3.1.6 Approve Plan

The formal process for creating the Record of Decision that completes the planning process for creation or amendment of a plan.

3.1.6.1 Resolve Protests

This process is optional depending on if there are protests received from the public. This administrative review evaluates alleged errors presented from the public to the proposed plan. Alleged errors must be substantiated and would substantially alter the plan conclusion. Protests are resolved by being remanded or dismissed.

The resolution may be to go forward and complete the plan or it may be to return to the 'beginning' of the process.

3.1.6.2 Resolve Regulatory Objections

Regulatory Objections may come from other agencies with regulatory control to include Federal, State, and Tribal. The objections may be resolved in the same manner as protests by the director or other appropriate manager.

3.1.6.3 Approve Proposed Plan

In the case of some/several plan types, this process creates the record of decision or ROD. Comments may come in directly at this stage of a non-significant nature. (Misspelled words, grammar, page format, numbering, etc.) Recording the approved plan is the process where notification is sent out where appropriate, it is placed in the Federal Register, and/or published for distribution by Government printing office.

3.1.6.4 Distribute Approved Plan

Distribution of the plan is sending it out to other internal processes within BLM and other external sources required to receive copies. Distribution includes publishing the plan and could include posting plan to a website.

3.2 EVALUATE PLAN

Monitor and evaluate existing plans and associated NEPA documents to ensure adequacy and compliance with applicable guidance and new information and circumstances. Includes review and understanding of plans and NEPA documents of other agencies, state and local government, in relation to how they affect BLM Plans.

3.2.1 Compile Changing Plan Circumstances

This process assembles and organizes information from all sources ; resources, base, monitoring, and condition/status assessments including external sources for relevancy to existing BLM Plans.

3.2.1.1 Assemble Plan Change Circumstances

This process pulls together information about BLM Plans including change or no change. Examples include many changes in circumstances or no changes in circumstances from last check. This also includes actual information, variance information, changing science, regulations, business priorities and objectives related to the plan.

3.2.1.2 Organize Plan Change Information

This process will organize plan change information (from the Assemble Plan Change Circumstances process) in relation to the original plan structure (**other plan organizational structures would also have value to BLM.)

3.2.2 Determine Plan Adequacy

Using existing data, models, guidance and analytical data from other Federal, State, Tribes, the Public (including the scientific community at large) the changing conditions are evaluated and compared to the assumptions, objectives, and associated intended effects from the original plan. Usually these evaluations and comparisons require analyses at different scales levels with a broad range of base and resources data.

3.2.2.1 Initiate Regular/Periodic Plan Evaluation

This process will initiate the assessment/evaluation of plans on a recurring, regular basis as triggered by various business management events. Periodic plan evaluations are scheduled, required events that determine whether the plan has been implemented as per schedule and objectives. Periodic plan evaluation trigger examples include:

- Annual Plan
- Program Summary
- Budget Requirements
- Work Plan/Work Force
- Strategic Plan

Related local/community/regional plan
Supplier Contract

3.2.2.2 Initiate Significant Unanticipated Event Evaluation

This process will assess/evaluate plans or portions of plans as triggered by unanticipated or unscheduled events. Examples of this type of trigger would include:

Policy/Law Changes
Natural Disturbances
Disasters
Budget Changes

3.2.2.3 Compare Actuals to Expected

This process will relate current information about plan(s) to the original plan(s), objectives, intended effects, assumptions, to identify the variances and trends.

3.2.2.4 Document Plan Adequacy

This process will identify and document plan performance, effectiveness, cause and effect, suggested improvements or changes. It will result in determinations of plan validity, whether a plan amendment/change is warranted and possible recommendations for corrective actions for annual work or implementation efforts.

4.0 Authorize Use/Process Expression of Interest (EOI)

The work includes all efforts to directly process Expression of Interests (EOI) through a final decision. Examples of EOIs include all legally required documents, permits, leases, and use authorizations. It includes the development of stipulations, terms, and conditions, and NEPA related activities. It also includes any data collection and analysis carried out for the express purpose of decision-making on an EOI (i.e., beyond that associated with normally recurring assessments). Processing of appeals/protests is not covered in this work process, but is part of either '8.0 Manage Work' or '9.0 Sustain Organization.'

4.1 PERFORM EOI REVIEW

Refer to definitions 4.1.1 through 4.1.5

4.1.1 Assemble EOI Record

Includes all actions required to develop EOI into BLM formatted, serialized case file/application package. May include assigning case file ID if needed (case file/application/case record) to facilitate case management and for legal documentation/ease of review. Validate and further define specific EOI type if not previously done.

4.1.2 Verify Administrative Completeness of EOI

This process when completed will ensure that all components of an EOI are present, sufficient to allow Technical and Financial completeness analysis to occur.

4.1.3 Determine EOI Financial Completeness

Includes all actions to identify all financial requirements of proponent prior to proceeding and determine if payment, is required to BLM to ensure financial requirements are met.

4.1.4 Prioritize EOI

This process applies Guidance from '8.0 Manage Work' to ensure that the actions are taken to place in "line" with all other incoming actions and set in priority. To capture workload demands and report/inform Management when over threshold conditions limit is about to occur.

4.1.5 Determine EOI Technical Completeness

Identify conflicting resource uses and administrative requirements to make sure it is under BLM authority to administer the EOI to comply with statutory, regulatory, Bureau (BLM), and other agency requirements. This includes verifying land status and identifying conflicts. The outcome will be either a technically complete EOI, or a technically incomplete EOI, or a notice of technical deficiencies.

4.2 PERFORM EVALUATION

Refer to definitions 4.2.1 through 4.2.3

4.2.1 Determine EOI Analysis Information Requirements

Refer to definitions 4.2.1.1 through 4.2.1.2

4.2.1.1 Identify EOI Analysis Data Needs

This process is used to determine what additional information (quality, currency, accuracy) is required to perform analysis of a completed EOI request.

4.2.1.2 Identify EOI Interested Parties

This process is to identify parties that may be directly or indirectly affected by the EOI or where collateral input is required, per statutory, regulatory, or existing MOUs, MOAs, or land use agreements. The outcome will be a list of identified interested parties.

4.2.1.3 Identify Analysis Data Sources

This process is used to determine organizations, individuals, or places to obtain the data identified in process '4.2.1.1 Identify EOI Analysis Data Needs.'

4.2.2 Collect EOI Analysis Data

Refer to definitions 4.2.2.1 through 4.2.2.2

4.2.2.1 Solicit/Collect Information

This process is used to get additional data or clarification of data from proponent or other internal and external data sources to support EOI.

4.2.2.2 Assemble Information

This work includes the compilation of various data acquired through the solicitation and collection process.

4.2.3 Analyze Proposed EOI Action

Refer to definitions 4.2.3.1 through 4.2.3.7

4.2.3.1. Analyze Information

This process is done to determine the unaltered circumstances of the EOI as it relates to the collected data.

4.2.3.2 Identify Impacts of EOI

Using the information contained in the analysis report, impacts that may be caused by approving the expression of interest are identified and documented.

4.2.3.3 Develop Alternatives for EOI

Based on the information forwarded in the analysis report and the impacts from approval of the expression of interest identified in process '4.2.3.2 Identify Impacts of EOI'; alternatives are developed to address concerns about or impacts of the Expression of Interest.

4.2.3.4 Identify Impacts of Alternatives

This step takes the developed alternatives and documents the impacts associated with each variation of the EOI.

4.2.3.5 Recommend Preferred Action

Process not currently defined

4.2.3.6 Assemble Draft Report

Assemble and format all of the documentation includes all action to prepare the report for dissemination to proponent interested parties. To facilitate understanding and access of the information in the document.

4.2.3.7 Incorporate Public Comments

Includes all valid information provided in response to the submitted documentation and respond to issues that were raised during review. To meet statutory requirements and validate the thoroughness of the document.

4.3 DETERMINE BLM SELECTED ACTION DECISION

Refer to definitions 4.3.1 through 4.3.2

4.3.1 Determine BLM Selected Action

The findings and recommendations from process '4.2 Perform Evaluation', which may include the revised, proposed actions and/or preferred alternative(s) are used as an input to this process. An evaluation of the proposal is made to determine the probable impacts and measures necessary to reduce or eliminate adverse impacts. An assessment of the probable adverse impacts generates conditions, stipulations, measures and/or terms. A BLM preferred action/alternative is selected

4.3.2 Negotiate BLM Selected Action

Refer to definitions 4.3.2.1 through 4.3.2.3

4.3.2.1 Develop BLM Negotiation Strategy

This process includes all actions required to determine the need for and focus of negotiations [side boards] to include such items as issue identification, desired outcome, areas of flexibility, discretion/cost, etc. The negotiation strategy will maintain the focus of the agency's position.

4.3.2.2 Negotiate BLM Selected Action

Includes all actions to develop a redefined common ground/needs/consensus settlement

4.3.2.3 Document Negotiation Result

To formalize the completed negotiations. To document the agreement.

4.4 ISSUE DECISION

Refer to definitions 4.4.1 through 4.4.2

4.4.1 Prepare Action Decision Package

When any of the defined inputs is received, a completed action decision package is prepared which includes all documents required for signature and any other documentation necessary to support the decision. (Assumption: All materials produced upstream are available to downstream processes.)

4.4.1.1 Complete Action Decision Package

The assembled action decision package is supplemented with any necessary BLM produced documentation and other needed documentation is identified. If conditions will be due from external/non-BLM parties at action approval, this process forwards that work request and related information to process 4.4.1.2 Manage Conditions Due at Action Approval.= When all parts of the action decision package are complete this process forwards the completed action decision package to process 4.4.2 Complete Action Decision.= Also, this process will determine if/when the action decision package is not completeable, in which case this process will send that notification to process 4.3.1 Determine BLM Selected Action= for a different BLM action decision to be determined.

4.4.1.2 Manage Conditions Due at Action Approval

Coordinate with involved parties external to BLM regarding conditions that must be met or deliverables that must be supplied to complete the action decision package for purposes of proceeding to final approval. This may include, but is not limited to: bonds, bonus bid balance, rentals, cash equalization payments, etc. The status of these conditions is sent back to process '4.4.1.1 Complete Action Decision Package' for completion of the action decision package.

4.4.2 Complete Action Decision

Refer to definitions 4.4.2.1 through 4.4.2.3

4.4.2.1 Approve Action Decision Package

Obtain all needed signatures stamps or fee collection (BLM is last to sign.) This process is done to meet legal requirements to authorize the action.

4.4.2.2 Record Action Decision

Document the approval of the action and input it to the system [manual/automated] to keep a record of the action.

4.4.2.3 Manage Action Decision Distribution

Includes all actions to notify proponent and affected/interested public and internal processes of the final decision in order to inform the affected parties. This activity is where appeals will occur, but appeals will be send to 9.0 Sustain Organization=for resolution.

5.0 Implement BLM-Initiated Action

Note: this definition is taken from BA Version 1.0 process definitions

The work covers project development and maintenance, treatment application, and other actions undertaken to carry out management decisions. It includes preparation of project plans and any national Environmental Protection Act (NEPA)-related activities. Includes land exchanges and disposals, including Alaskan Native Interest Land Conservation Act (ANILCA) and Alaskan Native Claims Settlement Act (ANCSA). Also includes fire suppression and fuels management, wild horse and burro (WH&B) round-ups and adoptions, and Abandoned Mine Lands (AML) actions.

BLM-initiated actions are actions accomplished by BLM rather than actions conducted by an outside party. To distinguish between BLM-initiated actions and Use Authorization activities examples are provided below.

BLM-Initiated Actions	Use Authorizations
Facility Construction	Oil and Gas Leases
Land Exchange	Grazing Permits
Wild Horse and Burro Round-up	River Rafting Permits

5.1 RECOGNIZE POTENTIAL NEED FOR ACTION

Process not currently defined

5.1.1 Recognize AML

This process receives the triggers, determines the AML location, and establishes some basic characteristics about the AML. It may also address basic information about the trigger. It includes determination of BLM jurisdiction, interest in the land or impact to BLM managed lands. It also includes determination of mining activity and abandonment, based on the descriptions above.

5.1.1.1 Process AML Notification

Process not currently defined

5.1.1.2 Determine AML Location

Process not currently defined

5.1.1.3 Assign AML Type/Characteristics

Process not currently defined

5.1.2 Recognize Environmental Hazard

The process will screen or filter candidate environmental hazard occurrences, events, requests and notifications and make an initial assessment of the condition. Action may be taken if immediate attention is required or no further evaluation is needed.

5.1.2.1 Process Environmental Hazard Notification

The process is triggered by a hazard notification or a regulatory request for evaluation from within or outside the BLM or a non-BLM entity. Capture basic description about the problem such as source and nature. The process will request location definition to determine if there is an impact on BLM assets, request evaluation and assignment of a hazard classification. Based on the results the additional evaluation may be requested and or a request for preliminary action will be issued.

5.1.2.2 Determine Environmental Hazard Location

The process will determine if the environmental hazard will impact BLM management objective or is within the jurisdiction of the BLM. This involves determination of exact location of BLM property location lines as well as assessment if a hazard is close enough to have an impact on BLM assets.

5.1.2.3 Assign Environmental Hazard Type/Characteristics

The process will assess the level of threat, urgency, category of environmental hazard with human impact as a first concern. Determine if the threat level is imminent, time-critical, non-time critical. This assessment may utilize the National Contingency Plan, EPA manuals in support of the evaluation.

5.2 EVALUATE POTENTIAL ACTION

Process not currently defined

5.2.1 Evaluate AML

This process determines the scope, priority, and approach for evaluating an AML, collects the information necessary for the evaluation, and performs the evaluation. The scope, priority, and approach will address the use of NEPA versus CERCLA/NCP, and will be based on current policy, workload, financial and human resource availability, guidance, visibility, type of trigger, location, etc. The information collected may include land condition/status, planning, use authorization, monitoring, compliance, and guidance information. The evaluation may identify the characteristics in which the BLM is interested or which require action, some of which are listed:

- Environmental hazards
- Physical or health & safety hazards
- Cultural, historic, or recreational value
- Water shed, view shed, etc.

Biological issues (e.g., bat habitat, protected plant life)

5.2.1.1 Determine AML Evaluation Scope

Process not currently defined

5.2.1.2 Develop AML Evaluation Approach

Process not currently defined

5.2.1.3 Collect AML Evaluation Information

Process not currently defined

5.2.1.4 Perform AML Evaluation

Process not currently defined

5.2.2 Evaluate Environmental Hazard

Refer to definition of process 5.2.2.1 through 5.2.2.3

5.2.2.1 Determine Environmental Hazard Evaluation Scope

The process will define the scope of the evaluation to be undertaken as requested. This will evaluate the extent of the hazard investigation, initial assessments and characteristics already obtained to guide the rest of the evaluation.

5.2.2.2 Develop Environmental Hazard Evaluation Approach

The process will determine the evaluation procedures to be used in the evaluation. The HRS (Hazard Ranking System) may be used, but this is only one method of evaluation and is not always applicable. Comments may be requested from outside the BLM and management direction may be sought for permission to proceed with the evaluation.

5.2.2.3 Collect Environmental Hazard Evaluation Information

The process collects information required to perform evaluation and responds to request for environmental hazard information from outside the evaluation process.

5.2.2.4 Perform Environmental Hazard Evaluation

The process will analyze, validate, model, validate and perform quality assurance to standard to accomplish a risk assessment of the potential environmental hazard. The process conducts the evaluation within the scope and approach established for this hazard evaluation. Results are the forwarded to 5.3 Plan for Specific Action or process 5.1.2 Recognize Environmental Hazard.

5.3 PLAN FOR SPECIFIC ACTION

Process not currently defined

5.3.1 Prepare Facility Proposal

Develop detailed facility concept and define resource requirements. Some permits, clearances, and NEPA may be initiated. This process will result in a NEPA compliant approved facility proposal that may or may not have funding.

5.3.1.1 Collect/Analyze Facility Data

Based on a proposal recommendation and alternatives an evaluation is made of the information available to proceed with the proposal. The process may request additional site information (utilizing topographic data, engineering studies assessments of condition and site measurements) from process >2.0 Perform Assessment.=

5.3.1.2 Prepare Facility Concept Design

Produce a facility conceptual design that may include plan views, site plan with features, utility plan, cost estimates at feature levels, conceptual layout and a short statement of work. Additional consideration may come as adjustments to the design to respond to feedback from the NEPA analysis process. Preparation of concept design will sometime require collaboration with external sources.

5.3.1.3 Perform NEPA Analysis

Perform NEPA analysis on a facility conceptual design using public input and approve a selected or preferred conceptual design, request additional design adjustments or reject the proposal and send back to the plan facility processes (process >3.0 Perform Planning=). This process may also include soliciting public opinion regarding the facility concept (processes through >1.0 Provide Customer Service=)

5.3.2 Prepare Detailed Facility Design Support Documents

Process to prepare the facility construction design involving development of detailed scope of work, construction surveys, facility specifications, drawings, detailed costs.

5.3.2.1 Develop Facility Detailed Work/Task Plan

Process to develop a description of work that will be required (tasks, objectives, sequence, etc.) to implement approved selected facility concept. Process will include selecting detailed design team specialist, collecting remaining details to define work tasks, collecting/developing specific work tasks with measurable objectives and outputs, and determining required skills and number of each skill required to perform each work task..

Detailed site information to supplement earlier site surveys may be requested from process >2.0 Perform Assessment.= Data requested may further detail areas such as survey, drill/soil test, geological information, water pressure and site availability.

5.3.2.2 Prepare Final Detail Facility Design Support Documents

Process develops a complete collection of all relevant documentation for the facility proposal. Information typically includes drawings and specifications, detailed costs, engineering calculations. Detailed design should also include (as applicable) a maintenance plan, operations plan, and construction plan for the facility. Additionally, this process may include a peer review, in which appropriate parties are given the opportunity to review and comment on the detailed facility design. The process may also request a Value Engineering Study (return on investment analysis) based on the size or requirements of the project.

5.3.2.2.1 Develop Construction Specifications

A specification for the requested facility that includes all details. Specifications may include facility construction, deconstruction, maintenance, and operations.

5.3.2.2.2 Develop Operations and Maintenance Plan

Note: BLM has no real experience with operations and maintenance plan development. Look outside BLM for examples of written maintenance/operations plans.

5.3.2.2.3 Prepare Drawings for all Plans

Develop blueprints or drawing for the proposed facility.

5.3.2.2.4 Determine Life Cycle Costs for all Plans

Costs are estimated to include construction, life cycle, maintenance, replacement and cost of operations for the proposed facility.

5.3.2.2.5 Prepare Engineering Calculations for all Plans

Process prepares reports such as electrical/mechanical, hydrology, civil and structural. This process may request a Value Engineering Study.

5.3.2.2.6 Prepare Peer Review

Compile entire body of information (processes 5.3.2.2.1 through 5.3.2.2.5) and submit to appropriate parties for review and comment.

5.3.2.3 Manage Detailed Facility Design Package Approval

This process collects all the components for the facility proposal to this stage before proceeding with construction. After facility design support documents go to Procurement (within process '9.0 Sustain Organization') and comes back with approval or disapproval. A contracting process will return a RFP or RFQ to support the request. There needs to be a facility management life cycle project lead to shepherd the item all the way through to actual completion and implementation.

5.3.3 Plan AML Action

This process addresses the planning and additional prioritization required to do something about evaluation results that require or suggest action. Examples of actions include mine closure, environmental remediation, historic designation and/or preservation, etc. Planning may include schedules, facility design, funding and permit acquisition, additional NEPA work, construction, maintenance, operational, and monitoring plans, etc.

5.3.3.1 Assess Feasibility/Capability

Process not currently defined

5.3.3.2 Prioritize Action

Process not currently defined

5.3.3.3 Determine Site-Specific Compliance with NEPA/NCP

Process not currently defined

5.3.3.4 Obtain Required Permits

Process not currently defined

5.3.4 Develop Environmental Hazard Action Plan

Refer to definition of process 5.3.4.1 through 5.3.4.4

Note: These definitions were originally developed as part of BA Version 1.0. All of each definition may not be relevant to development of an Environmental Hazard Action Plan.

5.3.4.1 Assess Feasibility

Information received from multiple sources is compiled into a report on feasibility and/or capability. The report documents potential political, environmental, and budgetary implications of the requested action, as well as any time, and/or human resource constraints that may be impacted as a result of implementation of the BLM-initiated action.

5.3.4.2. Prioritize Action

Once the report is completed, its contents are used to 1) prioritize the request against other requests, 2) develop implementation guidance, 3) request permits, and 4) prepare requirements for Federal Register notices to the public.

Factors that affect a decision of a project's priority ranking among many BLM-initiated actions may include the degree of political influence that the impending implementation may carry as well as any possible human resource, time, and budgetary constraints.

Implementation guidance is prepared to reduce variation in implementations of BLM-initiated actions. Implementation guidance may include a description of the scope of the proposed project and the required methodology for implementation.

Notices to the public via the Federal Register require Notices of Action.

Specific information regarding the BLM-initiated action may be required to obtain permits. Information may include where, when, how, the duration and the users of the permit.

5.3.4.3 Determine Site-Specific Compliance with NEPA/NCP

Once a decision is made to place priority on a specific BLM-initiated action, the accumulated research and other information specifically required by NEPA is used to determine site-specific compliance with NEPA. The outcome of this process is An Action Decision (Record of Decision (ROD)). The ROD defines the action(s) and any mitigation(s) required for implementation. The ROD may also be used to obtain permits if necessary. In the event of a public inquiry regarding NEPA compliance, a response is provided to the public.

5.3.4.4 Obtain Required Permits

Should existing NEPA analysis documentation be available, a Document of NEPA Adequacy (DNA) is prepared by inter-disciplinary teams and approved by an Authorizing Official (AO). Some actions are considered “categorical exclusions” which denotes that the action is exempt from NEPA analysis based on criteria established by NEPA. The output this process is a permit. These permits are used to trigger the activity of process ‘5.4.3.1 Conduct Mitigation.’

5.4 IMPLEMENT ACTION

Process not currently defined

5.4.1 Construct Facility

Process “Solicit/Award Facility Contracting (funding)@was moved to Sustain Organization (9.0). The processes for Construct Facility will also serve the process to de-construct a facility back to original state by processing a request similar to the one used to build.

5.4.1.1 Conduct Pre-work Conference

The process that evaluates the work to be performed and obtains the necessary documentation required to proceed. All Government furnished property (GFP) should be available at this time. A review of construction schedules, payroll schedules, value schedule, required permits, etc. is conducted during the conference.

5.4.1.2 Manage Facility Build

The process manages to completion the detailed facility design package received. Contract Administration (9.1) is involved to obtain consent for change orders, periodic or additional funding directives, time line direction and changes, approval of design changes and to provide

general guidance for project management. Line administration (8.0) is contacted for non-contracted projects and to support administration of construction tasks.

5.4.1.3 Accept Facility

The process involves taking possession of the facility. Notification reports to management of completion will trigger the registry of the facility as a BLM property.

5.4.2 Implement AML Action

This process implements or executes an AML action plan, and is primarily basic project management (schedule, budget, vendor payments, etc.) work, although it also includes acceptance of the results. The plan may include construction, destruction, land recovery, etc. with a net result of tangible and/or intangible assets (e.g., new facility, improved aesthetics, etc.)

5.4.2.1 Conduct Mitigation

Process not currently defined

5.4.2.2 Conduct Pre-work Conference

Process not current defined

5.4.2.3 Manage AML Action Implementation

Process not currently defined

5.4.2.4 Accept AML Action

Process not currently defined

5.4.3 Perform Environmental Hazard Action Plan

Refer to definitions for process 5.4.3.1 through 5.4.3.2

Note: these definitions were originally developed as part of BA Version 1.0. All of each definition may not be relevant to performance of an Environmental Hazard Action Plan.

5.4.3.1 Conduct Mitigation

The purpose of the Mitigation Report is to document the mitigation of resources that may be adversely impacted, probable value lost as a result of BLM-initiated actions, actions taken to lessen adverse impacts, and the results of those efforts. (It should be noted that archaeological mitigation reports are usually more specific and follow strict guidelines and regulations.)

5.4.3.2 Construct/Implement Action

Should a Mitigation Report need not be prepared, an Approval Notice serves as the input to this process.

Actions may be either structural or non-structural. For structural actions, a series of sub-process steps are taken which include conducting a survey of the site and designing the project (including a maintenance plan). This may or may not be conducted in the current environment. The Implementation SMEs recommended that this requirement be added to the program elements of the re-engineered environment.

A decision is then made to construct/implement the action either with contractor support or with in-house labor. During the construction phase a construction inspection (conducted either by a contractor or in-house labor) of the project takes place. The final output of this process is the preparation of a report on the implementation of the BLM-initiated action. The report is then submitted to processes '4.0 Authorize Use/Process Expression of Interest' and '6.0 Perform Monitoring.'

For non-structural actions, which may include modifications of grazing permits as a result of BLM-initiated actions the process follow 5.1 and conclude with a decision. For this type of action the report is prepared and submitted to processes '4.0 Authorize Use/Process Expression of Interest' and '6.0 Perform Monitoring.' Examples of other outputs for non-structural actions may include titles, deeds, patents and public land orders (PLOs) (for land withdrawals), emergency closures, high fire danger, and WH&B round-ups.

5.5 OPERATE AND MAINTAIN ACTION

Process not currently defined

5.5.1 Maintain and Operate Facility

Whether a facility is built, acquired or donated a process is followed for maintenance and operation of a facility. Operation includes expendables and maintenance implies capital restoration and improvement. Leases will cover operational requirements, negotiated in advance that take affect when the lease is signed. Operational maintenance may be contracted.

5.5.1.1 Commission Facility

A facility use begins (ready for day-one operations) as directed by management or per an approved/funded maintenance or operational plan adjustment.

5.5.1.2 Administer Facility Operations Plan

Process a defined facility operations design plan. The process manages the allocations for durable costs and expendables are covered by maintenance. Management operation plans may include work performed by the BLM or by awarded services contracts to 3rd party contractors.

5.5.1.2.1 Receive Operations Request

Process not currently defined

5.5.1.2.2 Process Operations Request

Process not currently defined

5.5.1.2.3 Perform Operations

Process not currently defined

5.5.1.3 Administer Facility Maintenance Plan

This process executes a defined facility maintenance design package. Types of maintenance include scheduled, unscheduled and backlog. A maintenance request may be routed back to process '3.0 Perform Planning' if size or skills level required is great enough.

Several paper and automated systems exist in support of this process: RMOP - road maintenance operation plan (paper system); Maintenance Manager - a COTS that matches needs against constraints, environmental and scheduling requirements, addresses locations and type of work the areas want to try to accomplish; FIMMS is used for planning, detailing needs, but does not support O/M operations. FIMMS only identifies maintenance needs, not actual funding requirements.

5.5.1.3.1 Receive Maintenance Request

Process requests received from the planned maintenance schedule, crisis or emergencies or from a deferred maintenance list.

5.5.1.3.2 Process Maintenance Request

Process executes a maintenance request, analyzes the request as needed, and forwards maintenance requests for capital improvements. This process may also request guidance and prioritize the maintenance report. Scheduled maintenance that is not performed becomes deferred maintenance.

Note: Corrective maintenance has been discontinued and is now called deferred maintenance.

5.5.1.3.3 Perform Maintenance

Process uses the prioritized maintenance report to execute facility maintenance plan and maintains history of work in a maintenance log.

5.5.2 Maintain AML

This process addresses ongoing maintenance required as a result of actions taken, for example fence repairs, on-site equipment maintenance, etc. This process does not include re-addressing prior actions, such as re-sealing failed mine closures, re-filling pits, etc. Such re-work is considered a subsequent pass through the entire process, initiated by the triggers identified above. This process may branch off to Perform Monitoring.

5.5.2.1 Conduct Condition Survey

Process not currently defined

5.5.2.2 Conduct Maintenance

Process not currently defined

5.5.3 Conduct Maintenance

Refer to definition of process 5.5.3.1 through 5.5.3.2

5.5.3.1 Conduct Condition Survey

A Condition Report is prepared in order to quantify the condition of land, property, etc., assess the extent of damages, wear and tear, and to document the loss of investment, cost of repair/replacement and impact of not maintaining the entity, especially for health and safety concerns. Should the maintenance action not require a decision to approve and/or prioritize by process '8.0 Manage Work', the maintenance process continues with process '5.5.3.2 Conduct Maintenance.'

5.5.3.2 Conduct Maintenance

If a decision to continue with maintenance is required, the completed Condition Report is submitted to process '8.0 Manage Work' for a maintenance decision. (Process '8.0 Manage Work' may decide to maintain or retire the investment (land, facility or structure). Should the proposed maintenance be approved, the process continues. The output of this process is a Maintenance Completed Report, which documents maintenance expenditures and resulting benefits. The report is submitted to processes '6.0 Perform Monitoring' and '8.0 Manage Work' signifying the end of the process.

6.0 PERFORM MONITORING

The work involves verifying whether specific management decisions are implemented and if specific management objectives have been or are being achieved through the Comparison of Conditions Over Time. It includes the collection of any data and information beyond that gathered for regularly recurring assessments (See process '2.0 Perform Assessment'). It also includes the analysis and interpretation of monitoring data and information. Applicable decisions and objectives are normally contained in approved plans. However, monitoring can be performed in the absence of a plan if the monitoring and evaluation are done pursuant to a formal agreement or decision (e.g., court ordered action). The results of monitoring/evaluation should lead directly to assessing the effectiveness of plan decisions and to reporting performance and results.

6.1 MONITOR ACTION/USE PERFORMANCE

The requirement for monitoring is often a component of the existing plan(s) but it also may arise from ongoing plan implementation activities planning and Authorize Use activities. Monitoring includes the tracking of resource conditions and the activities or uses allowed under an existing plan(s). Monitoring also includes the analyses required to determine whether the changing resources conditions and/or the site specific implementation activities (Implement BLM-Initiated Action) and authorized activities (Authorize Use), in aggregate, are having the effect anticipated under the original plan(s). The focus is on whether the existing plan is being followed properly

through site-specific implementation activities and/or authorization of use. It becomes an exercise of monitoring Action/Use actual performance versus what was anticipated under the original plan(s). The existing plan(s) identify the expected aggregated levels of Action/Use that were anticipated.

6.1.1 Determine Monitoring Data/Protocol/Standards/Location

The monitoring data collection standards and protocols may be defined by existing plans, by other agencies, from the scientific literature, or from other public involvement. The design of the data collection process may also be defined by the spatial depiction of existing conditions including; ownership, elevation, hydrological network, geomorphology, and vegetation distribution. The better the a priori information, the more efficient and robust the sample design. The resulting Monitoring Strategy is used to guide the actual data collection effort.

6.1.2 Collect Action/Use Information

The Gathering and analysis of monitoring data and relevant information, and the analysis of resource management and use proposals to define current Conditions. Performing monitoring data collection processes following defined protocols, standards and design. As data is collected, perform QA/QC, record data, and update existing thematic coverages, as appropriate.

6.1.3 Analyze Action/Use Performance

Using the data provided, conduct an evaluation to determine whether the Action/Use activities that have occurred are consistent with the original expectations of the approved plan(s). The resulting data and report feeds back to Authorized Use, Implement BLM Initiated Action, Manage Compliance, and Manage Programs so that changes in resource management can be taken if required. Further, the data feeds into the Condition/Status Assessment and Assess Action/Use Effectiveness exercises.

6.2 MONITOR ACTION/USE EFFECTIVENESS

This process focuses on whether the sum of the anticipated Action/Use activities envisioned by the plan are actually having their desired outcome on the resources encompassed by the plan. A plan's cumulative effects analyses must make predictions as to future environmental outcomes. Effective monitoring of results attempts to determine whether, the Action/Uses that have actually been implemented, have resulted in the resources conditions envisioned by the plan actually exist.

6.2.1 Develop Effectiveness Evaluation Strategy

A baseline for Limits of Acceptable Change (LAC) is established through the cumulative analysis stage in the planning process, a range of potential outcomes are modeled and become the expected result of implementation of the plan. Since matching-up with predictions is nearly impossible to achieve a natural environment, a range of allowable variation must be determined by Management. The process involves finding a compromise between predictive ability and the risk/issues involved. Consistent Action/Use recording standards greatly enhance the Bureau's ability to rapidly prepare effectiveness analysis.

6.2.2 Compile Action/Use Effectiveness Information

Gather and analyze monitoring data, relevant information and predictive environmental cumulative affects models from other public and private sources are required for the analyses. The data input requirements for these models help identify the detail of resource condition, Action/Use activity effects, and base data required to support the Effectiveness evaluation. Consistent, spatial/temporal data at multiple scales, via BLM, Public and Private sources for data and analytical procedures are normally considered a prerequisite for a successful analysis.

6.2.3 Analyze Action/Use Effectiveness

Using the data provided, conduct an evaluation to determine whether the Action/Use activities that have occurred are consistent with the original expectations of the approved plan(s). Synthesize data, compare, contrast, and analyze inventoried resource conditions with resource standards. Follow analytical processes defined by the BLM, other agencies, or in the scientific literature. The analysis may require more than one analytical procedure since there may not be an agreed-to protocol.

7.0 MANAGE COMPLIANCE

The work involves conducting activities to ensure public compliance with, and enforcement of, all appropriate regulatory requirements for both authorized and unauthorized uses. The work includes information collection, organization, and interpretation to determine compliance/non-compliance. Enforcement actions are taken to gain compliance and may include administrative, civil, or criminal actions.

7.1 GATHER COMPLIANCE DATA

This work includes collecting data from actual, reported, and/or observed activities and conditions. Data is collected from many sources, including the BLM, other regulatory entities and concerned or affected individuals. A compliance activity can be initiated from external requests or as specified from management and planning guidance. The data is then organized and assembled for analysis.

7.1.1 Collect Compliance Observations

The purpose of this activity is to detect non-compliance. To determine non-compliant actions, an activity must first have standards with which to compare against, such as laws and regulations specifying prohibited acts; notification that a permit/lease was issued and the accompanying use terms, conditions, and stipulations. Data is then collected through actual, reported, and observed use activities to then compare against the standards. This data is collected from a wide variety of sources and processes, for example, law enforcement patrols based on a report or observation of an unauthorized use; specific field observations; production records from BLM, users, and other sources; use reports from permittees; certifications of livestock counts; receipt of fees from visitors/users,. Data is also collected through different types of inspections, such as inspections of Wild Horse and Burro adoptions, production inspections, operation activity inspections, inspection for applicable laws, inspections to evaluate use locations or to confirm project sitings, monitor new permitted use/activity (monitoring the operation whether or not there is a violation), patrol observations for compliance rules and regs, observe and determine resource conditions/damage, field check, observe exploration activities, receive protest to proposal decision, observing/monitoring/inspecting archaeological resource protection permits, investigations.

7.1.2 Assemble Compliance Data

This work includes sorting, organizing, and selecting the relevant data and displaying or arraying it in the way that best communicates the essentials, creating the compliance report, and to be forwarded for further analysis and consideration.

7.2 CONDUCT COMPLIANCE ANALYSIS

The purpose of this process is to analyze the assemble data that was generated and collected in the previous step. A comparison and a compliance determination is then made between the analyzed and collected data to the allowable/acceptable “standards”. “Standards” are developed from review of terms and conditions, stipulations, rules, regulations., etc.

7.2.1 Analyze Compliance Information

The purpose of this activity is to compare the regulations, rules, terms and conditions with the actions of users. This may include performing a bond review, performing production verification, evaluating activity, verification, compiling and calculating data generated in process '7.1 Gather Compliance Data', identifying trends, comparing actual against expected results and determining explanations for any differences, determining principal/responsible parties, documentation, and coordinating allowed actions with authorized officer/staff.

7.2.2 Determine Compliance

Regulations specified prohibited acts, documentation, determine non-authorized activities, determine that actual use is same as reported (or paid for) determine compliance with WH&B adoption terms and conditions, confirm compliance with project specs, evaluate authorized actions vs. actual actions, develop recommendations for authorized officer, regulatory requirements (laws, regs orders conditions terms stipulations). End results of a compliance determination may include partial or full bond release, termination of the use authorization preceding case closure, incorporation of additional or modification to the terms and conditions or stipulations, recommendation to the authorized agency for bond adjustments etc.

7.3 CONDUCT ENFORCEMENT

This work includes collecting data from actual, reported, and/or observed activities and conditions. Data is collected from many sources, including the BLM, other regulatory entities and concerned or affected individuals. A compliance activity can be initiated from external requests or as specified from management and planning guidance. The data is then organized and assembled for analysis.

The purpose of this process is to analyze the assemble data that was generated and collected in the previous step. A comparison and a compliance determination is then made between the analyzed and collected data to the allowable/acceptable "standards". "Standards" are developed from review of terms and conditions, stipulations, rules, regulations, etc.

7.3.1 Determine Corrective Action

Note: Sometimes actions are written into stipulations, modification of proposed decision, decision of most effective tool, determine coordination process vs. delegation of this authority to certain individuals (determine who can do the enforcement action-it may involve a lot of individuals or someone specific may have this authority), determination of civil, administrative, criminal enforcement action, management decision, enforce anti-looting and destruction of cultural resources on public lands, determine if BLM must correct natural resource damage, effective enforcement-what is the easiest way to gain compliance?, law enforcement decision-citation, arrest, information complaint, indictment, determine penalty, determination of appropriate regulatory enforcement tool, determining reclamation needs and who pays

7.3.2 Implement Enforcement Action

Enforcement actions include a notifying the user of non-compliance and then implementing the appropriate enforcement action. Notification could include a phone call to inform the user or permittee of non-compliance and a request to comply, issuance of a notice of non-compliance (or instance of non-compliance), notification of trespass, issue decision demanding payment, issue decision demanding corrective action, offer of settlement and acceptance of settlement offer, livestock impoundment (WH&B program), demand under bond, increase of bond, or attachment of bond; assessment of penalties, suspension of operations, shut in, or shut down, cease and desist actions, BLM perform (an action we can take to get the compliance done then charge the company for the work we did plus 25%)(is this 5.0), notify permittee of compliance/non-compliance, invalidate use, law enforcement action, lease cancellation/termination.

8.0 MANAGE WORK

This involves the broad management of all BLM work processes, programs, activities, etc. This process includes planning strategies, developing guidance, implementing strategies, ensuring individual employee accountability, and evaluating organizational performance.

8.1 PLAN STRATEGY

The process begins with input received from process ‘3.0 Perform Planning’, process ‘8.5 Evaluate Results’, the public and regulatory bodies. Information received from the public may be issues that include comments, concerns, complaints, recommendations, and/or desires. Input from regulatory bodies may arrive in the form of mandates. This process is scalable at any necessary level including national, regional, state, local and landscape levels.

Examples of mandates include requirements defined as statutes, laws, regulations, policies, Congressional intent, language and/or reports, administrative directives from federal agencies (e.g., Clean Water Action Plan), and judicial decisions (IBLA). Input from process ‘3.0 Perform Planning’ is planning information from any BLM planning process. Examples include but are not limited to: resource plans, activity plans, maintenance plans, workforce plans, technology plans, etc. Input from process step ‘8.5 Evaluate Results’ is the Program Change Decision created as a result of the evaluation of program/performance results.

8.1.1 Evaluate Strengths, Weaknesses, Opportunities, Threats, Constraints

Once information is received it is assimilated and used to evaluate the strengths, weaknesses, opportunities, threats and constraints in the current situation based on the input received. The current situation includes resource, technological, cultural, political, social and economic variables. Problem analysis should address the current situation, the desired situation and an approach for achieving the desired goal/objective. In addition, impacts/risks assessment is performed to evaluate the pros and cons of the input. The analysis performed in this process step is combined into a short summary (Issues Summary) containing recommendations on how to go forward. The summary should be oriented towards resolving the problem/issues with management action. The Issues Summary is a document that describes the recommendation on how to resolve the problem/issue.

8.1.2 Set Goals/Objectives

This process further defines the direction or desired results. In addition, this step addresses the resource requirements needed to fulfill the desired goal/objectives. This step may involve establishing timeframes and milestones for achieving the goals/objectives. The output of this process is a Strategy, which describes desired goals and objectives within a defined/specified timeframe. The Strategy is then used as an input to process ‘8.1.3 Request Resources.’

Should the necessary resources be available the process continues with process ‘8.2 Develop Guidance.’

8.1.3 Request Resources

This process takes Strategy as an input and quantifies the additional resources required to achieve the strategy goals and objectives.

8.2 DEVELOP GUIDANCE

This process develops verbal, informal (e-mail, etc.) and formal (directive, manual, etc.) policy and/or procedural guidance which can range from mandatory to optional for accomplishing work activity in conformance with BLM’s strategy.

8.2.1 Identify Guidance Needs

This process begins with requests for guidance for policy direction and other inputs from various processes or new/recent laws, regulations, external policies, and public input. Strategy (from process ‘8.1 Plan Strategy’) may also trigger the identification of needed guidance. Output is a decision by management whether or not to formulate new or revised guidance. If no guidance is required then the process jumps to process ‘8.3 Implement Strategy.’

8.2.2 Formulate Guidance

This process involves the work of preparing new or revising existing policy or program guidance based on a decision by management. It includes the process of scoping, consulting, coordinating, drafting and revising draft and preparing final guidance documentation and getting it approved by management. Output is formal or informal guidance. If guidance is formal than “Guidance Directive” is a BLM written policy statement, manual, handbook, IM, IB or local directive.

8.2.3 Communicate Guidance

This process transmits and explains the guidance, educates employees, partners, publics, train employees and re-enforce employee behavior to follow guidance. Output goes to process ‘8.3 Implement Strategy’ to implement the guidance approved by management. It can include a communications plan, training plan, and written explanation materials.

8.3 IMPLEMENT STRATEGY

The process is initiated by the receipt of information from process ‘8.1.2 Set Goals/Objectives’, ‘8.2.3 Communicate Guidance’, regulatory bodies, the public and all BA high-level processes (1.0 through 9.0.) A Strategy is received from process ‘8.1.2 Set Goals/Objectives’ (a Strategy is a document describing the method for obtaining the desired goals/objectives within a defined/specified time frame)

8.3.1 Set Priorities

Once the Strategy is determined and accompanying guidance and associated resources are received, the information is used to create a comprehensive and prioritized list of work tasks.

8.3.2 Assess Capabilities

The prioritized list of tasks is evaluated in light of existing resources. This step evaluates the feasibility of meeting the desired goals/objectives with available resources and identifies unmet needs. The unmet needs may be re-visited later for future resource requests. The outputs of this step are two lists: a list of achievable priorities and a list of un-achievable priorities. Priorities that cannot be achieved with existing capabilities are listed and re-visited at process ‘8.1.2 Set Goals/Objectives.’

8.3.3 Prepare Work Plan

The input to this step is a list of achievable priorities to be completed. This document is used to match and merge resources and priorities. The output of this process is a work plan approved by management which documents and assigns work tasks and resources for a defined/specified time frame. Once completed, the work plan is forwarded to all high-level BA processes (1.0 through 9.0) for implementation and process step 8.4, Ensure Individual Accountability.

8.4 ENSURE INDIVIDUAL ACCOUNTABILITY

This process breaks the unit work plan down into individual work plans for each employee and provides ongoing monitoring and evaluation of employees performance against measurable goals.

8.4.1 Define Measurable Goals

This process translates the approved organizational work plan into individual work assignments.

The output is a work plan for an individual.

8.4.2 Monitor Employee Performance

This process takes the Individual Work Plan as input and captures the supervisor’s ongoing observations and discussions as well as other feedback on an individual’s work performance and any modifications to that work plan.

Output is an individual's Interim Progress Reports on how they are doing in meeting their Individual Work Plan.

8.4.3 Evaluate Performance

The process includes all the steps a supervisor takes to complete the final annual performance evaluation.

8.5 EVALUATE RESULTS

The process takes internally generated and processed information from processes '1.0 Provide Customer Service', '2.0 Perform Assessment', and '6.0 Perform Monitoring' and synthesizes it to determine if results meet planned and desired goals/objectives for the organization. This process is also where decisions are made to change program decisions.

8.5.1 Analyze Results Information

This process is where monitoring results (both performance and effectiveness monitoring), and customer survey results. Information is used to create a picture of organizational performance and effectiveness of the current management.

Performance Monitoring Results compare accomplishments to planned work.

Effectiveness Monitoring Results assess whether accomplished work is resulting in movement towards accomplishing long-term goals.

Customer Survey Results are derived from review of formal customer surveys and informal public comments on the delivery of services and products.

Condition Status Baseline Information is the known condition of resources at a particular point in time.

The output of this analysis step is Program Analysis. Program Analysis includes the conclusions and interpretations made from the analysis of results information.

8.5.2 Make Adjustments

The input to this process step is Program Analysis. This process determines whether or not changes are needed to meet established goals and objectives. The output from this process may be a Program Change Decision to adjust the management strategy. A Program Change Decision documents the need for change, a decision to make a change and a recommendation for improvement. The Program Changes Decisions are then routed to processes '8.1 Plan Strategy' and '8.2 Develop Guidance' for modification, and the public and regulatory bodies as necessary.

9.0 SUSTAIN ORGANIZATION

This work involves functions that support the entire Bureau/State Organization that cannot be tied to specific resource program functions or outputs. Examples include general budget management (full time budget staff), property, space, vehicles fleet, and utilities management. These costs are generally cost associated with the Bureau managing the Bureau.

Note: Definition taken from ABC documentation.

9.1 PROVIDE ADMINISTRATIVE AND FINANCIAL SUPPORT

Process not currently defined

9.2 PROVIDE INFORMATION RESOURCES MANAGEMENT (IRM) SUPPORT

Process not currently defined

9.2.x Develop Data Standards

The work includes all steps required to create or adopt a BLM national data standard of any type. It is anticipated that the need for a national data standard can often be fulfilled by officially adopting an existing academic, governmental, or industry standard. These business processes are intended to apply to adopting or creating standards. The major steps in developing data standards are represented by the four sub-processes “Propose Data Standard”, “Develop Data Standard”, “Implement Data Standard”, and “Maintain Data Standard”. Together, these encompass the full life-cycle of a data standard.

9.2.x.1 Proposed Data Standard

This process is initiated when the need for collection of new data for which there is no BLM national standard is identified in the “Assess Condition/Status” subprocess 2.2.1 “Determine Data Collection Protocol/Standards/Location”. The identified need results in an information flow “Request for Data Standards” to the first process step, “Develop Proposal”. The requirement normally will be identified by the affected National Data Steward.

9.2.x.1.1 Develop Proposal

The National Data Steward will identify and obtain the participation of a project manager. The project manager will form a standard development team, and together they will develop a proposal for the new standard. This proposal must include the purpose and approach; participation and responsibilities of participants; existing candidate standards, if any; and project management information, including schedule and costs. An information flow from this process to and from the originating process provides for requesting clarification of needs and setting of priorities.

9.2.x.1.2 Evaluate Proposal

The draft proposal flows to the step “Evaluate Proposal”, where a team managed by the affected BLM business community assesses the priority, completeness, and likelihood of success. In this assessment, the team will use business criteria and guidance provided by the “Manage Work” subtask “Communicate Guidance”. The evaluation team may return comments to the proposal generators, and evaluate successive revisions of the proposal. The final approved proposal flows from this task to the next major step, “Develop Data Standard”.

9.2.x.2 Develop Data Standard

This work step includes all activities necessary to execute the approved data standard proposal, through and including the step of officially adopting the standard. It starts with receipt of an approved proposal, and produces a final data standard and team report.

9.2.x.2.1 Produce Draft Report

This step is initiated by receipt of an approved standard development proposal, and produces a draft team report. This team report contains the proposed standard, recommendations, and a record of the team deliberations that produced the standard and recommendations. The team operates under a charter and resource allocation provided by the “Manage Work” process. The team report then flows to the next step, “Evaluate Draft Report”.

9.2.x.2.2 Evaluate Draft Report

Using business process-specific criteria and guidance obtained from the “Assess Condition/Status” step “Determine Data Collection Protocol/Standards/Location”, a team led by BLM business personnel will evaluate the draft team report. The team will assess whether the team report recommends the most efficient, practical, and scientifically sound standard. Because BLM national data standards may affect external entities, the evaluation team will request comments from the public and affected regulatory organizations. The evaluation team will forward evaluation comments and suggestions to the standard development team for drafting the final team report.

9.2.x.2.3 Prepare Final Standard Report

The standard development team reconvenes with the evaluation results, and prepares a proposed final standard report. This report flows to the evaluation team for review.

9.2.x.2.4 Review Final Standard Report

The evaluation team receives the proposed final standard report from the standard development team, and reviews it for conformity with the initial evaluation results provided out of step 9.2.X.2.2. This review may be iterative, with comments returned to the standard development team until the evaluation team is satisfied that the report warrants final approval.

9.2.x.2.5 Adopt Standard

This activity is initiated by receipt of the final data standard team report, and encompasses the decision steps required to adopt the standard as a BLM national standard. The adopted final data standard flows from this task to the Corporate Metadata Repository, and to the next step in the standards life cycle, “Implement Data Standard”.

9.2.x.3 Implement Data Standard

This sub-process includes all the steps necessary to apply the adopted BLM national data standard to existing and new data collection throughout the BLM. It is necessary to retrofit

existing corporate data sets to new national data standards, before the benefits of standardizing can be realized.

9.2.x.3.1 Determine Implementation Approach

The standard development team will originate a general approach for implementing the adopted BLM national data standard, for new data collection and for retrofit of existing high-priority corporate data sets. The transition priorities will be obtained from the “Assess Condition/Status” process 2.2.1 “Determine Data Collection Protocol/Standards/Location”, and will reflect the immediate needs of the BLM business establishment. This overall approach will be documented as a white paper and will flow to the next step, “Develop Implementation Plan”.

9.2.x.3.2 Develop Implementation Plan

The standard development team will create a detailed plan to execute the general implementation approach received from the previous work step. The implementation plan will address objectives, priorities, roles, accountability, work breakdown, schedule, resource requirements, and quality assurance provisions. This plan will be forwarded in draft form to the next step, “Evaluate Implementation Plan”.

9.2.x.3.3 Evaluate Implementation Plan

The evaluation team, led by BLM business representatives, will evaluate the draft implementation plan for completeness, practicality, and conformity to business priorities. Comments and requests for revisions may be returned to the standard development team, until the draft plan meets expectations. The evaluation team then will forward a request to “Manage Work” for approval to execute the implementation plan.

9.2.x.3.4 Execute Implementation Plan

The standard development team will request and receive resources from “Manage Work” in accordance with the approved implementation plan, and will execute the plan. The adopted BLM national data standard and implementation plan will be forwarded to the next step, “Maintain Data Standard”.

9.2.x.4 Maintain Data Standard

This process includes all the activities required, over the indefinite life of an adopted BLM national data standard, to keep the standard current with the needs of BLM business professionals. It may involve minor changes, which can be processed as part of maintenance, or major changes, which result in recycling the standard to work step 9.2.X.1, Propose Data Standard.

9.2.x.4.1 Evaluate Change Requests

This work step is initiated by receipt of a request to change a BLM national data standard from the “Assess Condition/Status” subprocess 2.2.1 “Determine Data Collection Protocol/Standards/Location”. The standard development team compares the request to the existing data standard, and produces a recommendation for what specific alterations of the

current standard would be necessary to accommodate the change request. This recommendation is forwarded to the next work step, “Evaluate Change Recommendations”.

9.2.x.4.2 Evaluate Change Recommendations

The evaluation team, led by BLM business representatives, will evaluate (1) whether business priorities warrant modification of the standard at this time; (2) if the recommendations are practical and scientifically sound; and (3) whether the recommended modifications should be classified as “minor” or “major”. “Major” modifications are those that affect the interests of major stakeholders in the existing standard, and which may impose significant costs on BLM users and business partners. A requirement for major change is forwarded to the initial step in standard development, 9.2.X.1 “Propose Data Standard”, and the full and open process of BLM national standard development is repeated. Minor change requirements are forwarded to the next step, “Revise Data Standard”, for development.

9.2.x.4.3 Revise Data Standard

The standard development team creates a draft revision of the BLM national data standard based on the approved recommendation and any direction from the evaluation team. The revision then undergoes an extensive review process, and is finally forwarded to “Manage Work” for approval and to the Corporate Metadata Repository. The extensive review process is initiated by forwarding the proposed revisions to the next subprocess, “Review Revision of Data Standards”.

9.2.x.4.4 Review Revision of Data Standard

The evaluation team, led by BLM business representatives, conducts a final review of the proposed revisions to the BLM national data standard. The evaluation team will request comments from the general public (which includes most government agencies and customers) and from regulatory bodies that may be affected. The evaluation team reviews the proposed revision in light of these external comments and internal BLM priorities and criteria, and returns comments to the standard development team for incorporation into a final revision of the BLM national data standard.

9.3 MANAGE HUMAN RESOURCES

Refer to definitions 9.3.1 through 9.3.3

9.3.1 Manage Workforce

This activity is initiated by ongoing management consideration of budget, evaluation of organizational effectiveness, management practices, policy, diversity, and workers. This process involves activities associated with proactively planning the workforce needs and tracking/adjusting the current workforce plan implementation to meet BLM’s mission. These activities include organizational modeling/design, position management/design and determination of current and future competencies.

Processes include identification of competencies, inventorying competency capabilities, determination of competency availability and determining acquisition strategies including diversity goals, evaluation of results of acquisition efforts and selection of a source.

Products of this process are options leading to a decision that provides the basis associated with skill acquisition, skill development, safe work, and workforce effectiveness issues.

9.3.1.1 Determine Work Request Competencies

This process will translate work requirements into a listing of skills, knowledge, abilities, personal characteristics, number of, level of proficiency, required to perform the work as defined by the request. This will be accomplished in conformance with management guidance.

9.3.1.1.1 Select Work Request Competency Task

This process examines the work request, including the nature of work, expected outcomes, volume of work (which will also drive number of each competency and levels of competency needed). Upon completion of the examination, a list of detailed tasks sufficient to associate and correlate competencies to the work requiring human resources is prepared.

Within this process there is an expectation of a sufficiently detailed level of work task definition will be provided by the requester along with volumetric information, time for delivery, accounting codes, overall objectives ETC sufficient to perform the work of this process.

9.3.1.1.2 Correlate/Assign Competencies to BLM Work Tasks

This process assigns competencies to the associated defined task. Primary sources are OPM, BLM, and industry trends and practices.

9.3.1.1.3 Compile Work Request Competency Profile

This process defines the profiles and groups of profiles required to accomplish the work request. In this context, a profile means a collection of related tasks and associated skills and abilities that translates into an occupational role. If the work is tied to a geographic location, task-competencies would be grouped first by on-site characteristic. The next (or first if not on-site) is by occupational families, then positions.

9.3.1.2 Inventory Workforce Competency Capability

This process defines, tracks, updates, adjusts competencies critical to accomplish BLM's current and future mission, objectives, and goal, including relationship to the current workers with these competencies. Specific information related to a competency would include: definitions, update changes (new competencies and changes to existing inventory), level of proficiency, identify which competencies are BLM core, etc.

9.3.1.2.1 Manage BLM Competency Capability Repository

Design, build, implement, maintain, and update infrastructure and content in order to respond to specific requests about BLM competencies. Monitor adequacy and currentness of competency capability content, including core competencies

9.3.1.2.2 Assemble and Analyze Competency Information

This process will gather and interpret information pertaining to competency and competence capability about BLM employees, contract staff, partners, and volunteers.

9.3.1.3 Determine Competencies Availability

Analyze BLM workforce competencies capabilities against the competencies required by the work request balanced against allocated workers, including employees and contingency workers.

Three factors comprise activity:

- Competencies capability
- Competencies identified in work request
- Already allocated resources (competencies)

9.3.1.3.1 Receive/Prioritize Work Request Competency Profile

Validate if request is still valid. Schedule/prioritize work request competency requirements based upon management guidance. Risk management considerations (in terms of prioritization)

9.3.1.3.2 Determine Competency Availability

This process addresses the question of capable and available human resources and identifies any competencies that are not currently available to BLM.

9.3.1.4 Determine Work Request Competency Fulfillment Strategy

Systemic assessment of future workforce needs and the determination of actions and strategies required to meet those needs. This process includes the development and assessment of various alternatives and the selection and approval of the work request competency fulfillment strategy and overall workforce plan.

Potential subordinate activities:

- Determine alternatives
- Recommend preferred alternative
- Approve strategy

9.3.1.4.1 Develop Competency Fulfillment Alternatives

First considerations with budget existing and time commitments and potential utilization of existing BLM staff including development of additional KSA or taking advantage of available similar competencies.

As it becomes less feasible to meet existing budget and time constraints with available competencies new staff methods are considered including additional budget impacts along with negotiating with the work request sponsor to adjust tasks and competency requirements

Alternatives will include best effort to comply with all management provided assumptions and guidelines including work life quality issues such as diversity, telecommuting, state labor agreements, etc.

Adjustments to the work request competency fulfillment priority may be reexamined/adjusted at this point based upon budget, time, and competency availability factors.

9.3.1.4.2 Select Competency Fulfillment Strategy

Select the course of action that optimizes accomplishing workforce objectives, budget, time management assumptions and guidance. This activity will generally involve a pre-recruitment consultation with the work request proponent if is not possible to easily fulfill the competency requirements. It will include specifics involved in adjusting correct competency assignments, recruitment approach, competency development, teaming, partnering, contracting, etc.

9.3.1.4.3 Manage Workforce Plan

This process looks at the overall commitment of competencies and human resources over the entire organization. It is not necessarily performed only at specific budget intervals but rather is potentially affected by each and every work request for competency fulfillment event:

Overall impact/variance

Trend/predictive indications (the skills have versus skills needed)

Approve workforce plan adjustments

In assessing the effectiveness of the plan, look at the actual utilization of competencies as captured by 9.1 in relationship or compared to competencies commitments.

9.3.2 Acquire Competencies

This process allocates work competencies to fulfill approved strategy. This process also acquires competencies through various approaches like development, contract, outsource, partnering etc. This process develops alternatives to acquire competencies.

This process is initiated by identification of a need to acquire competencies to accomplish mission goals. External options include recruiting, contract labor, volunteers and partnerships. Internal options include merit promotion, cross training, upward mobility, details, Acting and reassignments. Processes include identification of specific requirements, determining acquisition

approaches including diversity goals, evaluation of results of acquisition efforts, safe/healthy environment and selection of a source.

9.3.2.1 Develop Workforce Competencies

This work process is initiated by an identified need to develop employee competencies, but also may include partners, volunteers, customers etc. This will be accomplished through a variety of developmental activities to include: on the job training/experience, education, distance learning, training, workshops, developmental assignments and mentoring.

In addition to the workforce plan, other methods used to identify the need to develop competencies are skill gap analysis, program needs analysis, IDP, EPPR's, and mandated requirements regarding Safety/Health, EEO, and any certifications

9.3.2.2 Recruit Workforce Competencies

This work process is initiated by an identified need to employ competencies from outside of the organizational unit. This will be accomplished through a recruitment action to both internal and external sources. Internal options include merit promotion. Process includes identification of specific requirements, determining acquisition approaches including diversity goals, evaluation of results of acquisition efforts, safe/healthy environment and selection of a source. This process will notify Provide Worklife Quality regarding barriers to recruitment.

9.3.2.3 Contract Workforce Competencies

This work process is initiated by an identified need to obtain competencies from contingency workers through contracts or partners (including volunteers). This will be accomplished through agreements and contracts.

9.3.2.4 Assign Available Workforce Competencies

This process commits, adjusts existing, and is considerate of proposed commitments of BLM staff to fulfilling work request competency requirements within the overall scope of the workforce plan. This process will seek to adjust personnel assignments for: wrong fit, changes in personal situations, and detailing. This process will incorporate multi-level arbitration method/management process for workforce commitment, particularly when crossing organization levels. Negotiations with labor groups, unions and professional organizations should have already occurred.

9.3.3 Promote Worklife Quality

The purpose of this process is to enhance the work environment by recognizing interrelationships between personal, professional, and organizational needs. To the extent practical, worker needs are integrated with accomplishing the organizational mission. Workplace quality is evidenced by maintaining and improving a safe, supportive, non-discriminatory work environment where individual worker concerns are considered. Customers of this process are all employees, partners, contractors, volunteers, and visiting publics. This process is represented by those activities that reduce threats and hazards, worker safety/health risks, promote labor-management partnerships,

prevent accidents, losses/injuries, offer flexible workplace solutions, and provide employee assistance programs.

9.3.3.1 Balance Individual and Organizational Need(s)

This process encompasses practical integration of worker needs and organizational objectives. This would include the consideration of items such as where and when work is accomplished, tools and supportive mechanisms for individuals to perform the work.

9.3.3.2 Promote Workplace Relationship

Recognize, promote, implement activities that improve communication, resolve conflict and create an environment that results in improved workplace, work products, and services. This includes the relationships: management to management; management to employee; and employee to employee.

9.3.4 Manage Human Resources Records

Process not currently defined

9.4 PROVIDE EXECUTIVE DIRECTION AND COMMUNICATION

Process not currently defined