

**U. S. Department of the Interior
BUREAU OF LAND MANAGEMENT
National Human Resources Management Center
Denver Federal Center, Building 50
Denver, CO 80225-0047**

In Reply Refer To:
1400-700 (HR-210)N

June 18, 1999

EMS TRANSMISSION

Information Bulletin No. HR-99-105

To: All Supervisors and Managers, Idaho State Office

From: Director, National Human Resources Management Center

Subject: Human Resources Assistance Visit, Idaho State Office DD: 7/23/99

The National Human Resources Management Center (NHRMC) has been tasked by the Assistant Director, Human Resources Management, to provide assistance visits to the Bureau's state offices. These visits are intended to provide an overview and assessment of a wide variety of human resources issues, procedures, and trends. It is anticipated that these visits will be of service to managers at all levels as they redesign/refine their organizations, procedures, and policies in line with the emerging Field Operating Strategies and changing missions and functions.

NHRMC will be using a number of methods to gather information on human resources issues in Idaho. These methods include statistical information from the Federal Personnel Payroll System, records evaluation, interviews, and a Supervisory/Managerial Questionnaire, which is attached.

This survey is being sent to all managers and supervisors. You are being asked to complete the attached questionnaire and return it, either electronically or in a blue envelope to Jennifer Knudson, HR-210, no later than July 23, 1999. You are not required to provide your name, unless you wish to do so.

If you have any questions regarding the questionnaire, please feel free to contact Mark Whitesell, Team Leader, at 303-236-6702.

Signed by:
Linda D. Sedbrook
Director

Authenticated by:
Darlene Robitaille
Secretary

1 Attachment

1 - Human Resources Assistance Visit Supervisory/Managerial Questionnaire (14 pp)

Distribution

WO-700, MIB, Room 5628

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HR-200

HR-210

**HUMAN RESOURCES ASSISTANCE VISIT
SUPERVISORY/MANAGERIAL QUESTIONNAIRE**

IDAHO STATE OFFICE
AUGUST 23-27, 1999

NAME - Optional _____

LOCATION OF YOUR POSITION - Please check one:

- State Office
 Field Office

AUTOMATION

AUTOMATION	
SF-52 System	
Typically, within the Department of the Interior, managers and supervisors utilize the automated Federal Personnel Payroll System (FPPS) to initiate and/or approve SF-52s, Request for Personnel Action. Please mark the most appropriate statement for your situation.	
1	I do not have access to the automated FPPS System. Personnel actions are initiated by verbal or written request.
2	I have access to the automated FPPS System, but continue to use other methods to initiate personnel actions.
3	I have access to the automated FPPS System and use it to initiate and/or approve personnel actions.

EMPLOYEE DEVELOPMENT/TRAINING

EMPLOYEE DEVELOPMENT	
Training	
I am able to obtain effective training for my employees to meet my training needs. Please mark the most appropriate statement(s) for your situation.	
1	Usually
2	Sometimes
3	Never
4	No current training needs

**HUMAN RESOURCES ASSISTANCE VISIT
SUPERVISORY/MANAGERIAL QUESTIONNAIRE**

IDAHO STATE OFFICE
AUGUST 23-27, 1999

EMPLOYEE DEVELOPMENT	
Training	
My employees will need training this next fiscal year to keep abreast of the state of the art. Please mark the most appropriate statement(s) for your situation.	
1	All
2	Some
3	None

EMPLOYEE DEVELOPMENT	
Training Planning	
Mark all responses that apply to this statement: "Individual training needs and resulting training courses within my organization are . . ."	
1	Not planned on an annual basis.
2	Planned by me annually.
3	Planned and discussed jointly with the employee annually.
4	Documented on an Individual Training Plan or similar form annually.

EMPLOYEE DEVELOPMENT	
Training Opportunities	
Please mark the most appropriate statement for your situation.	
1	I rarely hear of any training opportunities applicable to me or my staff.
2	I sometimes hear of training opportunities applicable to me or my staff.
3	I am regularly informed of training opportunities applicable to me or my staff.

**HUMAN RESOURCES ASSISTANCE VISIT
SUPERVISORY/MANAGERIAL QUESTIONNAIRE**

IDAHO STATE OFFICE
AUGUST 23-27, 1999

EMPLOYEE DEVELOPMENT	
Employee Development Assistance	
Please mark the most appropriate statement.	
1	I am not satisfied with the availability and/or quality of employee development and training advice.
2	I am satisfied with the availability and quality of employee development and training advice.

EMPLOYEE DEVELOPMENT	
Supervisory Training	
Please mark the most appropriate statement.	
Y N	The Idaho State Office has an effective program to provide training to new supervisors during their first year as a supervisor.
Y N	The Idaho State Office has an effective program to provide refresher supervisory training to experienced supervisors.
Y N	Are you satisfied with your knowledge and skills in supervising your employees?
Y N	Does your organization have an effective program to develop future managers?

EMPLOYEE RELATIONS

EMPLOYEE RELATIONS	
Awards	
Please mark the most appropriate statement.	
Y N	Did you receive training on the new incentive awards program?
Y N	Do you know the procedures to recommend an employee for an award?
Y N	Did you recommend any of your employees for an award within the last 12 months?
Y N	Were awards processed in a timely manner?

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IDAHO STATE OFFICE
AUGUST 23-27, 1999

EMPLOYEE RELATIONS	
Awards	
I generally use the following award process to recognize performance. Please mark the statements which you consider most appropriate.	
1	On-the-Spot Award
2	STAR (Special Thanks for Achieving Results Award)
3	Quality Step Increase
4	Non-Monetary Recognition
5	Time Off Recognition

EMPLOYEE RELATIONS	
Disciplinary Actions	
Please mark the most appropriate statement.	
Y N	Within the past three years, have you supervised an employee with a problem in performance, conduct, or other job related areas? If yes, what action(s) did you take? Mark as many as apply.
1	Discussed situation with employee.
2	Referred employee to Human Resources.
3	Referred employee to counseling.
4	Noted in performance appraisal.
5	Contacted Human Resources for advice.
6	Problem resolved itself.
7	Took no action.
Y N	Do you believe that management will support you when you deal with problem employees?
Y N	Were you given timely assistance by the Human Resources Staff?
Y N	Were you given satisfactory assistance by the Human Resources Staff?

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AUGUST 23-27, 1999

EMPLOYEE RELATIONS		
Grievances		
Please mark the statements which you consider most appropriate.		
Y	N	I am knowledgeable of the process for handling grievances.
Y	N	I generally make every effort to resolve a grievance.
Y	N	Management generally supports me in resolving grievances to the satisfaction of all parties involved.
Y	N	The Human Resources Staff generally provides me with timely advice and assistance.
Y	N	The Human Resources Staff generally provides me with satisfactory advice and assistance.

EMPLOYEE RELATIONS		
Performance Management		
Please mark the statements which you consider most appropriate.		
Y	N	I received training on the new performance management system?
Y	N	Critical results were developed for all of my employees.
Y	N	My employees had input into the development of critical results.
Y	N	I am knowledgeable of the process for evaluating employees?

EQUAL EMPLOYMENT OPPORTUNITY

EQUAL EMPLOYMENT OPPORTUNITY	
Diversity Programs	
I understand the goals and objectives of the Bureau of Land Management and Department of the Interior Workforce Diversity Programs and believe that I am prepared to implement them in my organization. (Mark the most appropriate response to this question.)	
1	True
2	False

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SUPERVISORY/MANAGERIAL QUESTIONNAIRE**

IDAHO STATE OFFICE
AUGUST 23-27, 1999

EQUAL EMPLOYMENT OPPORTUNITY	
Diversity Programs	
I understand what is expected of me as a supervisor or management official with respect to implementation of the BLM and DOI Workforce Diversity Programs within my organization. (Mark the most appropriate response to this question.)	
1	True
2	False

EQUAL EMPLOYMENT OPPORTUNITY	
Conflict Management	
I understand my rights and responsibilities relative to the management of interpersonal conflict in the work place (i.e., processes associated with dispute resolution and informal and formal Complaints of Discrimination). (Mark the most appropriate response to this question.)	
1	True
2	False

EQUAL EMPLOYMENT OPPORTUNITY	
Conflict Management	
I have completed formal training in -- and use -- mediation and/or other forms of alternative dispute resolution. (Mark the most appropriate response to this question.)	
1	True
2	False

**HUMAN RESOURCES ASSISTANCE VISIT
SUPPLEMENTAL SUPERVISORY/MANAGERIAL QUESTIONNAIRE**

IDAHO STATE OFFICE
AUGUST 23-27, 1999

EQUAL EMPLOYMENT OPPORTUNITY	
Affirmative Employment	
I understand the principles, theories and application of the Affirmative Employment Program. (Mark the most appropriate response to this question.)	
1	True
2	False

EQUAL EMPLOYMENT OPPORTUNITY	
Affirmative Employment	
I use the resources provided by the BLM (i.e., EEOR Reports and assistance of the servicing EEO Manager) to evaluate the composition of my workforce and formulate appropriate workforce management plans. (Mark the most appropriate response to this question.)	
1	True
2	False

EQUAL EMPLOYMENT OPPORTUNITY	
Program Assistance	
Timely, effective and objective advice and assistance is available to me from the BLM when I must deal with issues falling under the purview of the Equal Employment Opportunity (EEO) Program (i.e., conflict management, diversity programs, or affirmative employment). (Mark the most appropriate response to this question.)	
1	Usually
2	Sometimes
3	Never

**HUMAN RESOURCES ASSISTANCE VISIT
SUPPLEMENTAL SUPERVISORY/MANAGERIAL QUESTIONNAIRE**

IDAHO STATE OFFICE
AUGUST 23-27, 1999

EQUAL EMPLOYMENT OPPORTUNITY	
Program Assistance	
I am confident that I make the correct decisions when I deal with employees and others in issues falling under the purview of the EEO Program (i.e., conflict management, diversity programs, or affirmative employment). (Mark the most appropriate response to this question.)	
1	Usually
2	Sometimes
3	Never

EQUAL EMPLOYMENT OPPORTUNITY	
Policies and Procedures	
Information on policies and procedures related to matters falling within the purview of the EEO Program (i.e., workforce diversity, affirmative employment, and conflict management, as well as updated information on these and related issues) is made readily available to me by the BLM. (Mark the most appropriate response to this question.)	
1	Usually
2	Sometimes
3	Never

EQUAL EMPLOYMENT OPPORTUNITY	
Recruitment	
I am actively involved (i.e., I participate in developing plans and programs, in conducting visitations, and in speaking before groups in support of) the BLM's initiatives for outreach and recruitment among minority and womens' colleges and minority serving organizations. (Mark the most appropriate response to this question.)	
1	True
2	False

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IDAHO STATE OFFICE
AUGUST 23-27, 1999

EQUAL EMPLOYMENT OPPORTUNITY	
General	
At my duty station, the names, locations, and photographs of EEO Counselors are posted on a bulletin board in a location that is frequented by all employees. (Mark the most appropriate response to this question.)	
1	True
2	False

POSITION CLASSIFICATION/POSITION MANAGEMENT

POSITION CLASSIFICATION	
Discussion	
Do you feel that position reviews are discussed with you in such a manner as to afford you ample opportunity to explain the duties of the position in adequate detail? Please mark the best answer.	
Yes	The specialist listens to my comments regarding the position and facilitates a dialogue so that I may respond back with supporting documentation
No	Very little dialogue is initiated by the specialist, nor is supporting documentation solicited pertaining to the duties of the position.

POSITION MANAGEMENT	
Position/Organization Structure	
Does the specialist provide you with options regarding the manner in which you can structure positions and subordinate organizations? Please mark the best answer.	
Yes	The Human Resources Office meets with me when requested and discusses alternative solutions to the manner in which my organization/positions are organized.
No	Limited options are provided.

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IDAHO STATE OFFICE
AUGUST 23-27, 1999

STAFFING

RECRUITMENT ACTIONS	
Recruitment Methods	
There are a number of recruitment methods/strategies available to managers to meet their staffing needs. Please identify all methods you have used to fill vacancies in the last 24 months by marking the appropriate block(s).	
1	Merit Promotion
2	Career Ladder/Upward Mobility Opportunities
3	Temporary Promotion (between 1 and 4 years)
4	Temporary Promotion (1 year)
5	Interest Announcement (Reassignment Opportunity)
6	Detail
7	Term Employment (not to exceed 4 years)
8	Temporary Employment (not to exceed 1 year)
9	Career Seasonal (permanent employment with a seasonal work schedule)
10	Seasonal (temporary employment)
11	Student Temporary Employment
12	Cooperative Education (Student Career Experience Program)
13	Resource Apprenticeship Program for Students (RAPS)
14	DOI Minority Internship Program
15	Student Volunteers
16	Veteran's Readjustment Act Appointment
17	Handicap Employment
18	Volunteers
19	Others

SUPERVISORY/MANAGERIAL QUESTIONNAIRE

IDAHO STATE OFFICE
AUGUST 23-27, 1999

RECRUITMENT ACTIONS	
Candidate Referral	
A sufficient number, typically 5-10, of well-qualified candidates should be referred to the selecting official as a result of a recruitment action. Please mark the appropriate block(s).	
1	Not applicable - have not filled a vacancy within the last 24 months.
2	Due to budget restrictions, the area of consideration was limited to Idaho. Please also select the number below (3, 4, or 5) which describes the type of candidates referred.
3	I was not satisfied with the quality of the candidates referred for selection.
4	I was satisfied with the quality of the candidates referred, however I was dissatisfied with the number of candidates referred.
5	I was satisfied with both the quality and the quantity of the candidates.

RECRUITMENT ACTIONS	
Diversity	
The recruitment method/area of consideration should be sufficiently large to ensure a diverse group of candidates. The selecting official should meet with the Human Resources Staff to discuss a recruitment strategy that would include under represented candidates. Please mark the appropriate block(s).	
1	Not applicable - have not filled a vacancy within the last 24 months.
2	Due to budget restrictions, the area of consideration was limited to Idaho.
3	I had already determined the recruitment strategy and the area of consideration, therefore no discussion was needed.
4	I am aware of the recruitment strategies that will result in a diverse candidate pool.

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IDAHO STATE OFFICE
AUGUST 23-27, 1999

RECRUITMENT ACTIONS	
Interviews/Reference Checks	
Typically, candidates referred for selection are interviewed and reference checks are conducted prior to selection. Please mark the appropriate block.	
1	Not applicable - have not filled a vacancy within the last 24 months.
2	I did not conduct interviews or reference checks prior to selection.
3	I conducted interviews, but did not check references prior to selection,
4	I did not conduct interviews, but did check references prior to selection.
5	I conducted both interviews and reference checks prior to making a selection.

RECRUITMENT ACTIONS	
Recruitment Strategies	
There are a number of recruitment strategies that can be used to fill a vacancy, including those listed on 1-8. Please select the comment or comments that reflect your knowledge of recruitment strategies.	
1	I always discuss recruitment strategies with a HR Specialist and/or EEO Specialist.
2	I sometimes discuss recruitment strategies with a HR Specialist and/or EEO Specialist.
3	I never discuss recruitment strategies with a HR Specialist and/or EEO Specialist.
4	I would benefit from additional advice and guidance on recruitment strategies.

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IDAHO STATE OFFICE
AUGUST 23-27, 1999

RECRUITMENT ACTIONS	
Timeliness	
Unless you are filling an unusual complex or unique position, vacancies should be filled within 60 days (if local) or 90 (if nationwide). Please mark the appropriate block(s).	
1	Not applicable - have not filled a vacancy within the last 24 months.
2	Due to budget restrictions, the area of consideration was limited to Idaho. Please also select the number below (3, 4, or 5) which describes the time frames.
3	It took more than 30 days beyond the normal time frames to fill my position.
4	It took more than 30 days beyond the normal time frames to fill my position due to circumstances beyond the personnel office's control.
5	My position was filled within the standard time frames.

COMMENTS

Area(s) of support from your Human Resources Office that have been effective are:

Do you have any recommendations to improve the delivery of human resource's services?

What do you believe are the critical human resources issues you will be facing in the next 2 years?

Other comments: