UNITED STATES DEPARTMENT OF THE INTERIOR
Bureau of Land Management
Oregon State Office
P.O. Box 2965
Portland, OR 97208

In Reply Refer to:
1400-250 (OR-953) P

October 22, 2002

EMS TRANSMISSION 10/22/2002
Instruction Memorandum No. OR-2003-010
Expires: 9/30/2004

To: DMs, DSDs and Staff Chiefs

From: Associate State Director

Subject: Workforce Planning DD: 11/01/2002
12/15/2002

Program Area: Human Resource Management

Purpose: The purpose of this guidance is to provide the actions needed to implement workforce planning and produce a workforce plan that assists in getting the right skills in the right place at the right time in Bureau of Land Management (BLM), Oregon/ Washington.

Policy/Action: The Department of the Interior requires all bureaus and offices to have comprehensive five-year workforce plans in place by September 30, 2003. OMB Bulletin Number 01-07 requires these workforce plans to be part of budget submissions and annual performance plans. Washington Office (W.O.) Instruction Memorandum No. 2002-227, subject: Workforce Plan Development and Training, dated August 12, 2002 (Attachment 1) establishes the BLM requirement for the development of State workforce plans for five years beginning with Fiscal Year 2004. The information required for the national workforce plan will be submitted using an automated *Lotus Notes* application by January 15, 2003. In Oregon/Washington, organizational units will enter their workforce narratives and data into the *Lotus Notes* application by December 15, 2002 so that the statewide plan can be reviewed, approved, and submitted to W.O. by the January 15, 2003 deadline.

Training on workforce plan development was provided by the National Training Center via satellite broadcast (NTC Course 1400-24, *BLM Workforce Planning*) on October 8-10, 2002. All field units were notified of this training in Instruction Memorandum No. OR-2002-082, Subject: Workforce Plan Development and Training, dated August 23, 2002. Each field organization was

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required to identify a contact person for workforce planning. Copies of the training video are available from the Branch of Human Resources (OR-953). There is also a participant workbook which can be downloaded from BLM's Workforce Planning website (http://web.tc.blm.gov/workforceplanning/).

The format for your workforce plan data submissions is shown in the BLM template (Attachment 2). Access to the *Lotus Notes* application will be granted to your contact person by the State Workforce Planning Coordinator, Tom O'Donnell (OR-953). It is expected that each office will conduct workforce planning with diverse interdisciplinary teams that can define future work requirements and accompanying skill and knowledge needs. In addition, the Bureau has contracted with a provider (SAS) to merge FPPS (Federal Personnel Payroll System) and MIS (Management Information System) data and allow reports to be accessed that will assist you on most of the tables that are required in the template. The

reports will give you detailed information on your current organization as a baseline and assist in future projections. Access to that data is expected to be granted to the State Workforce Planning Coordinator shortly, and he will, in turn, grant access and specific login procedures to your contact person.

The Bureau's workforce process is very comprehensive. Also, the timeframes are closing fast. We recommend that you begin establishing your workforce team as soon as possible. The State Office team will require representatives from OR-930, OR-950, OR-915, OR-956, and OR-953. Please notify Larry Spaulding, Branch of Human Resources (OR-953), by November 1, 2002, with the names of your team members and your contact person. Ensure your familiarity with the template format. Begin discussing future workforce needs. Then, when you are granted access to the *Lotus Notes* application and SAS reports, you can begin to establish your baseline data and enter it into the *Lotus Notes* program. We expect that your efforts will generate a lot of questions. We expect that there will be subsequent guidance issuances as we work through this process.

Timeframe: Deadline for identifying your contact person and workforce team members is November 1, 2002 (notify OR-953). Deadline for entering your plans into the *Lotus Notes* application is December 15, 2002. Deadline for the statewide plan to be submitted to
WO-700 is January 15, 2003.

Budget Impact: OMB Bulletin Number 01-07 requires agency five-year workforce plans to be part of budget submissions and annual performance plans.

Background: The Departmental Plan for Citizen Centered Governance requires all bureaus and offices to have comprehensive five-year workforce plans in place by September 30, 2003.

Manual/Handbook Sections Affected: None.

Coordination: State and district offices will be participating together in demographic data analysis, skills need assessment, and workforce forecasting.

Contact: State Workforce Planning Coordinator, Tom O'Donnell, OR-953, (503) 808- 6233, or Larry Spaulding, OR-953, (503) 808-6237.

Districts with Unions are reminded to notify their unions of this IM and satisfy any bargaining obligations before implementation. Your servicing Human Resources Office or Labor Relations Specialist can provide you assistance in this matter.

Signed by Charles E. Wassinger	Authenticated by Cindy Fredrickson

2 Attachment(s)
1 - W.O. IM No. 2002-227 (2p)
2.-.Workforce Planning for FY 2002-2008 (20pp)

Distribution
WO-700 (Room 5628, MIB) - 1
HR-210 - 1

UNITED STATES DEPARTMENT OF THE INTERIOR
BUREAU OF LAND MANAGEMENT
WASHINGTON, D.C. 20240

August 12, 2002

In Reply Refer To:
1400-250 (WO-700)P

EMS TRANSMISSION 08/14/2002
Instruction Memorandum No. 2002-227
Expires: 09/30/2003

To: SD=s, AD=s , and CD=s
From: Deputy Director
Subject: Workforce Plan Development and Training **DD: 8/29/2002; 1/15/2003**

The purpose of this guidance is to provide the actions needed to implement workforce planning and produce a workforce plan that assists in getting the right skills in the right place at the right time within BLM. The Departmental Plan for Citizen-Centered Governance requires all bureaus and offices to have comprehensive five-year workforce plans in place by September 30, 2003. OMB Bulletin Number 01-07, requires these plans be part of budget submissions and annual performance plans. Through a cooperative effort with the BLM, the Department published two instructional workforce planning documents: *Right People, Right Place, Right Time: A Guide to Workforce Planning in the Department of the Interior* and *Workforce Planning Instruction Manual*. Both of these documents are available on the Department=s Human Resources Office website (http://www.doi.gov/hrm/workforceplanning.html).

The BLM has been engaged in building the foundation for workforce planning since January 2000 when it began its workforce planning process. The BLM=s workforce planning website provides information on the processes, procedures, and guidance. The website address is: (http://web.tc.blm.gov/workforceplanning/). The responsibility for our workforce planning initiative is assigned to the Assistant Director, Human Resources Management (AD-700). The AD-700 must ensure that workforce planning and human capital management are accomplished within the BLM. The Field Committee has volunteered their support and joined the AD-700 in championing workforce planning because of its importance to our mission.

Workforce plan components, guidelines, and information important for the development of State, Center, and Directorate workforce plans have been defined. Within these plans, each State, Center, and Directorate will describe actions each year for five years beginning with Fiscal Year 2004. The national workforce planning guidelines (Attachment 1) will unify the local plans into one national plan. The information required for the national workforce plan will be submitted using an automated *Lotus Notes* application by January 15, 2003. This application and

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specific instructions will be sent to your designated workforce planning coordinators (Attachment 2) in September 2002. These coordinators are responsible for assigning access to the application and associated data to any other individual that would be involved in the planning effort.

Although only selected workforce information is required for completion of the national workforce plan, the planning effort for each State, Center, and Directorate should encompass much more detail, analysis, and decisions than these prescribed requirements. It is expected that each office will conduct workforce planning with diverse interdisciplinary teams that can define future work requirements and accompanying skill and knowledge needs. Those offices that have already begun conducting workforce planning and workload assessments will be better prepared to produce more comprehensive workforce plans.

Since comprehensive workforce planning is new to many, training is available from the following sources:

Course 1400-24, *BLM Workforce Planning*, a 72 hour interactive television-training course offered on October 8-10, 2002, will be delivered by satellite to your office using push-to-talk technology. This course is **required** for State, Center, and Directorate workforce planning coordinators and it is strongly recommended for all managers and employees who will participate on the team developing their workforce plan. All course participants must register on the National Training Center website by August 29, 2002. The website address is: (http://oslearn.ntc.blm.gov/Central.nsf?OpenDatabase). It also provides a complete course description and objectives. The Course Registration ID is 6030.

In addition to BLM=s training, the DOI University Learning Centers are offering two courses: *Workforce Planning: An Overview for Managers and Supervisors* (1 Day) and *Workforce Planning: Tools, Tips, & Techniques for Reactionaries* (3 Days). Course information is available at: (www.doi.gov/training). This training is offered to all Department of the Interior employees and is optional.

For additional information on workforce planning, assistance, or procedures, please contact Debbie Esposito on (202) 208-4695. For details on Course 1400-24, *BLM Workforce Planning*, please contact Greg Scott on (602) 906-5671.

Signed by:
Francis R. Cherry, Jr.
Deputy Director

Authenticated by:
Barbara J. Brown
Policy & Records Group, WO-560

2 Attachments
1 - Workforce Planning Guidelines (2 pp)
2 - Workforce Planning Coordinators (1 p)

Attachment 1 - 2

Workforce Planning Guidelines for FY2004-2008

Mission Direction
The organization will develop and maintain a workforce able to accomplish the BLM mission. The Bureau=s program emphasis as described in the budget themes are as listed below. This emphasis should set priorities for assigning workforce resources.

$ Recreation
- $ National Energy Plan
- $ National Landscape Conservation System
- $ Fire Plan
- $ Resource Restoration and Protection
- $ Homeland Security

Organizational Structure
$ BLM will not engage in wholesale restructuring, but will reshape the organization to incorporate better business practices that provide more effective and efficient services and products.
$ Workforce capability will be focused on providing frontline service delivery to citizens.
_ Increase efficiencies using shared skills, facilities and resources through partnering (both internally and externally) and co-location with Forest Service and other Natural Resource agencies.

Process Alignment
$ Workforce planning will be linked to strategic planning, budget, resource planning, performance management, resource management, business, fiscal, business architecture, and human resource management.
$ Where practical, improve business processes before committing resources to accomplish work.

Skills Replenishment

$ Succession planning for key positions will be accomplished using a national plan. The initial key positions are: Deputy Director, Assistant Directors, Office and Center Directors, State Directors, Associate State Directors, Deputy State Directors, and Field/District Managers.

$ BLM endorses OPM=s 27 leadership competencies are integral to mission success for all employees.

$ Recruitment efforts for entry-level professional positions and SCEP=s will be coordinated with the Assistant Director, Human Resources Management (AD-700).

Attachment 1 - 3

$ Strive to achieve a balanced workforce composed of permanent employees and supplemental workers so that their skills are available to meet changing work requirements.

$ The BLM will utilize the opportunities for skills replenishment to reduce the existing level of under-representation of women and minorities.

Training and Development

$ Leadership, supervisory, and managerial skills will be developed at all levels of the organization.

$ Continuous improvement in technology will require workers to acquire and apply new skills.

Management

$ All workforce planning decisions will consider the impact on workforce diversity.

$ The Bureau will annually update its human capital management plans.

$ The BLM will strategically manage human capital assets of worker skills and knowledge to accomplish work requirements.

$ Organizational business decisions will incorporate employee considerations within the context of the needs of the organization.

$ Contracts will be based on quality performance at a reasonable cost, creating a competitive market place. The majority of the contracts will be performance-based.

$ Workforce planning is effective and sustainable when line management and human resource professionals work in partnership and engage all stakeholders and customers.

$ Workforce planning will be consistent with funding.

$ Workforce diversity will continue to be Departmental and Bureau priorities.

$ The Bureau will review 15 percent of its 2,500 positions associated with commercial activities by the end of FY 2003.

Attachment 1 - 4

Workforce Planning Coordinators		
State/Office	**Name**	**Phone**
Alaska	Sandy Dunn	907-271-3305
Arizona	Betty Achermann	602-417-9391
California	Karen Barnett	916-978-4501
Colorado	Susan Mielke	303-239-3937
Eastern States	Theresa Coleman	703-440-1550
Idaho	Mike Ferguson	208-373-4002
Montana	Diane Friez	406-896-5002
Nevada	Sandra Wallace	775-861-6431

New Mexico	Vince Galterio	505-438-7646
Oregon	Tom O=Donnell	503-808-6409
Utah	Wayne Garner	801-539-4187
Wyoming	Cheryl Flynn	307-775-6040
FA	Gary Bowers	208-387-5065
ST	Greg Graff	303-236-0198
NBC	Angela M. Davis	303-236-3580
NHRMC	Greg Graff	303-236-0198
NIRMC	Thomas Sadowski	303-236-4088
NTC	Stella Franco	602-906-5547
WO100	Gary Dreier	602-615-0526
WO170	Geoff Middaugh	202-785-6592
WO200	Deborah New	202-452-5076
WO300	Tom Hewitt	202-452-0378
WO500	Kay Braithwaite	703-440-1544
WO600	Trina Newby-Baker	202-452-0373
WO700	Gary Dreier	602-615-0526
WO800	Janine Velasco	202-452-0391

State/Center/Directorate

Workforce Planning

For

Fiscal Years 2004-2008

Workforce Plan Index

Section	Description	User Input
Introduction	Brief description of workforce planning process and relationships	None
Mission, Vision, Goals, and Performance Objectives	Tie to strategic planning, budget, and performance management	▪ Local Strategic Objectives and Plans Narrative ▪ Projected Work Increase Table
Past Organizational Changes and Work Process Improvements	Previous initiatives and their success in workforce planning	▪ Describe Previous Initiatives Narrative ▪ Evaluate the Effectiveness of Previous Efforts Narrative ▪ SCEP Program Current Status Table ▪ SCEP Conversion Table
Summary of Workforce Analysis	Acknowledgement of the work to develop a workforce gap analysis	None
Actions and Time Frame ▪ Skills and Knowledge Acquisition and Recruitment Strategies ▪ Training and Development ▪ Succession Planning ▪ Improve Workforce Utilization ▪ Improved Work Processes	The actions to fulfill workforce plan decisions	▪ Skills Acquisition Table ▪ New Emerging Skills and Knowledge Requirements Table ▪ Actions to Reduce Risk to Critical Skills and Knowledge Loss Table ▪ SCEP Recruitment Request Table ▪ Skills Reassignment Table ▪ Process Improvement Table

Introduction

This annual workforce plan for ***State, Center, or Directorate*** is a 5-year plan that provides information on the availability of skills and knowledge that will be required to carry out the mission of the Bureau of Land Management as required by OMB Circular 01-07, is a flexible management tool designed to deal with changing requirements of an organization.

Workforce planning must take into account other related planning documents including strategic plans, competitive sourcing plans, and budget directives and must be based on national and local planning assumptions. The strategic plan is under review and a new Departmental Strategic Plan is due in September 2002. The Department will be issued the Strategic Human Capital Management Plan in July 2002, with finalization in September.

A milestone in the Plan for Citizen-Centered Governance requires all bureaus and offices to have comprehensive workforce plans in place by FY 2004 (September 30, 2003). To assist in meeting this requirement, the Department published, in a cooperative effort with bureau Human Resources (HR) Offices, two documents to help those engaged in the workforce planning process. The first document is "*Right People, Right Place, Right Time: A Guide to Workforce Planning in the Department of the Interior.*" The second document is a "*Workforce Planning Instruction Manual*" that provides step-by-step instructions on how to develop a workforce plan. Both documents are available through your HR Office or on the Department's HR website at http://www.doi.gov/hrm/workforceplanning.html.

Mission, Vision, Goals, and Performance Objectives

National Strategic Goals and Plans

It is the mission of the Bureau of Land Management to sustain the health, diversity, and productivity of the public lands for the use and enjoyment of present and future generations. The Bureau's Strategic Plan (http://web.wo.blm.gov/ms1/strategic-plan/strat0105.pdf) prescribes its long-term goals. To achieve this mission and enhance workforce capabilities, the Bureau of Land Management follows guiding principles that include:

- Be customer focused and responsive to customer needs, either meeting them or explaining why they cannot be met.

- Work in partnership with others, recognizing the importance of a shared, long-term vision of how the landscape and its use will evolve over time, a shared commitment of financial and human resources to achieve that vision, and a shared understanding of how progress will be monitored and management adjustments will be made in response to new information.
- Have efficient work processes and effective service delivery systems.
- Make sound business decisions, understanding cost and revenue flows and avoiding unanticipated long-term liabilities.
- Be an adaptive organization, building on existing efforts, preserving and using the "corporate memory", and maintaining options.

The performance management information on the outputs associated with strategic goals and work activities are found within the reporting data management system located at: http://158.68.246.231/PMDS_reports.htm.

Workforce planning guidelines have been developed to provide each office with a unifying understanding of national strategies and direction.

Local Strategic Objectives and Plans

States, Centers and Directorates should include a discussion of the major influences on their mission emphasis, vision, and tactical objectives to meet mission requirements. This should include the impact of from additional influences from land use plans, litigation, agreements, and community plans that tier from the Strategic Plan. Conduct an "environmental scan" to discussion of potential impacts on local politics, stakeholders

Extrapolated Work Requirements

The expected work requirements for Fiscal Years 2004 through 2008 are projected below in the table. The projections for Fiscal Years 2004, 2005, and 2006 provide more specific work requirements that align with budget projects. The extrapolated work requirements for Fiscal years 2007 and 2008 are much more general and speculative.

Detail what you want kind of work and the magnitude of work your organization expects in the next 5 years. Emphasis should be placed on how it changes from the currently accomplished or the trend for several years. The information will need to be derived from multiple sources, like the billings and collections for an indication of customer demand; cost management data on where workers are spending their time and the associated costs; and the budget projections for additional funding for added work. The increase or decrease of business activities, work tasks, or projected detailed in the budget planning system should be appraised to determine what your employees will be doing in the years FY 2004 to FY 2008. Pay specific attention to the next three years where you have proposed projects within the budget planning system.

Projected Work Increase					
Mission Goal Number#	Work Process Number#	Workmonths*			
		Current Total	FY2004 Change	FY2005 Change	FY2006-8 Change

Note:

Based on the work performed, the designation of the Mission Goal Number and Work Process Number found within the can be found in FY2001 Cost Management Web site within the Summary Crosswalk, http://web.wo.blm.gov/abc/CM/xwalk.html.

* For the initial report the current workmonth total will be for FY2002. For the planning years the workmonths will be the increase or decrease from the current.

Past Organizational Changes and Work Process Improvements

Describe Previous Initiatives

The ***State/Center/Directorate*** has improved its business activities to provide enhanced products and services to its citizens. The recent efforts are detailed below.

The ***State/Center/Directorate*** should describe efforts undertaken since the last workforce plan (for the first plan report actions since October 1, 2000) to arrive at efficiencies to better manage the current organizational structure and business processes. Describe any activity related to:

- Process Improvement - Consolidation of work, streamline processes, technology enhancements,
- Shaping of the Workforce – diversity, knowledge management, reorganization, elimination of positions, restructuring, skills development

Evaluate the Effectiveness of Previous Efforts

Through previous improvements to the organization and the workforce, the

State/Center/Directorate has realized the following improvements since October 1, 2000.

The ***State/Center/Directorate*** should consider questions such as these:

- ☐ Did it make your organization more efficient?
- ☐ What were your results?
- ☐ Did these actions improve anything?
- ☐ What were your cost savings?
- ☐ How was customer service improved?

The ***State/Center/Directorate*** has had the following success on its Student Career Experience Program (SCEP) during the last year. This program has been successful in acquiring the skills and knowledge required by the organization and improving the under-representation with the Bureau of Land Management.

SCEP Program Current Status		
Job Series	**Location Org. Code**	**Number of Students**

SCEP Conversion (October 1, 2000 to Present)		
Job Series	**Location Org. Code**	**Number Converted**

Summary of Workforce Analysis

The State/Center/Directorate has conducted a workforce analysis that includes the an assessment of the future skill and knowledge capabilities that will be needed to meet expected work and mission requirements for the next five years. In conducting the analysis the trends, projections,

performance, and available resources to translate the present workforce capabilities to the future work requirements have been reviewed.

The primary data on personnel and work performance was derived from joining of the Department's Federal Personnel Payrole System (FPPS) and the BLM's Management Information System (MIS). Viewing these data together provided the tie of work to worker for a more complete understanding of who accomplishes the work, what it costs, and what kinds of skills are required. Beyond this data, a summary of diversity status and accomplish was also reviewed.

Local information on more specific skill and work requirements were factored into the review of how present workforce capabilities can be applied to future requirements with gaps in skills and knowledge identified.

Actions and Time Frame

In this section, conclusions from the workforce and work assessment for implementing work force plan are displayed, with the focus on changes from the present situation.

The time line should include: Start dates for any restructuring activities, key milestones in the process and target completion or effective dates for the appropriate fiscal year.

Identify actions you intend to take over the next five years to arrive at your targeted work force plan goals. List specifics actions for FY 2004, FY2005, and FY2006. This should include any planned reorganizations, process improvements, staffing and structure changes, initiatives designed to improve direct service delivery, etc. Actions for FY2007 and FY2008 should be consolidated.

Skills and Knowledge Acquisition and Recruitment Strategies

This section will focus on alternatives to obtain the skills and knowledge needed to effectively accomplish work. Skills/knowledge acquisition alternatives may include retraining or recruitment of permanent and/or non-permanent employees, contractors, volunteers, and partnerships. Conducting workforce skills analysis requires organization leaders to anticipate how the nature of the organization's work will change, and then to identify future human resource requirements.

The skills and knowledge replenishment needed should be comprehensive for the first two planning years (2004 and 2005). The listing of FTE should be based on the work that it is expected to have the budgetary resources to support whether from base or additional funding. Although the skills and knowledge is listed as a job series, whether the work will be accomplished be a permanent employee or a supplemental worker will be determined at the time of acquisition. The identification of skills for the remaining 3 years is optional.

This section will also identify the number, types and skill level of employees with specific critical competencies needed to perform the work requirements.

Skills Acquisition					
FY Needed	**Location Org. Code**	**Series/ Family* (Skills)**	**FTE***	**Source***	**Status***

Notes:

Series/Family = Job series (i.e. 0454) or family grouping of job series (i.e. 0400)

FTE = Full Time Equivalent should be listed for the amount of time needed to accomplish the work by the worker, whether the worker is an employee or supplemental worker. The entry should be expressed in quarter-of-year units, i.e. 3.75.

Source = The skill will be acquired by Permanent (P), Temporary (TP), Term (TM), Student (S), Volunteer (V), Non-Federal Partners (P), Federal Partners (F), or Contract (C) workers.

Status = Skill associated with a new position (N) or a replacement position (R)

Training and Development

Yearly worker development will continue to be accomplished through identification of Individual Development Plans, skill and knowledge improvement to meet immediate work requirements, and employee self-development. This development will occur using a local, regional, or national strategy through needs assessments and performance management. In order to prepare the workforce for new and emerging skills and knowledge, the listing below lists these new developmental challenges that the Bureau of Land Management needs to begin organizing to address.

Using the information developed on anticipated organizational changes, this section should address how current employees can continue to be trained to be proficient in critical competencies and/or be retrained for redeployment for new jobs and new skills. Training plans may include college or university training, e-learning, rotational or detail assignments, NTC designed courses, self-study, etc. Consider cost benefits and return on investments for training in your plan. This section should also include a list of the types of employees who are to be trained and what new training they should receive. Assess your training needs and develop a local training plan, and from this data compile a list of new skills and knowledge requirements.

New Emerging Skills and Knowledge Requirements				
Fiscal Year	**State or Center***	**Job Series**	**Scope of Demand#**	**New Emerging Knowledge Or Skill Requirements**

Notes:

* Use the two-character code to identify the organization.

\# The need or demand for the new skill is Broadly (B) across the State/Center/Directorate, Concentrated (C) within one or two offices, or Unique (U) related to a position or two.

Succession Planning

The BLM is beginning a process to plan for management positions to be replaced by well qualified personnel through a succession planning for key positions will be accomplished using a national model. These initial key positions are: Deputy Director, Assistant Directors, Office and Center Directors, State Directors, Associate State Directors, Deputy State Directors, and Field Managers.

The ***State/Center/Directorate*** has developed a succession plan for selected critical positions that have vital skills and knowledge that will be difficult to acquire and places the organization at risk of not meeting mission requirements. The succession of these listed positions are being intensively managed to reduce their loss.

The Bureau has a few employees occupying positions that a loss would pose a potential high risk for losing a critical skills and knowledge which would negatively impact mission accomplishment for an extended period. It is therefore prudent to develop a succession strategy that reduces the potential for loss through a proactive succession approach like: overlapping of positions and mentoring.

Actions to Reduce Risk to Critical Skills and Knowledge Loss			
Job Series	**Location Org. Code**	**Vital Skill or Knowledge**	**Succession Strategy or Action***

Note: Succession Strategy or Action = Proactive actions transition skills and knowledge to reduce the risk of loss. Actions are overlapping of positions (P), mentoring (M), shadow assignments (S), knowledge capture and storage (K), or other options (O) which should include an explanation of the action.

The ***State/Center/Directorate*** is employing a skill replenishment strategy that also is aimed at reducing the under-representation of minorities and women within the organization. A critical component of reaching parity is by using the Student Career Employment Program (SCEP). It is as important to be proactive and also manage the effectiveness of the program to ensure that it continues to be successful. Therefore, the following information is provided on future recruitment and hiring.

SCEP Recruitment Request			
Fiscal Year	**Job Series**	**Location Org. Code**	**Number of Employees**

Improve Workforce Utilization

As a regular course of business, the ***State/Center/Directorate*** shift skills and knowledge to meet changes in program emphasis. Occasionally, there occurs the situation where skills within the organization can not be reassigned due to significant reduction in business activities or changes process improvement altering skill requirements. Where skills can not be effectively assigned with the organization, these skills are identified for assistance in assigning them to skill needs through the assistance from Headquarters.

Skills Reassignment		
Job Series	**Grade**	**Number of Employees**

Skills Reassignment		
Job Series	**Grade**	**Number of Employees**

Work should be assigned so that each worker is challenged and able to successfully complete the mission of the organization. The best jobs for workers are those that match their abilities with the difficulty of work. Workers should be assigned work so that all are equally challenged within their capabilities. Worker costs should be the minimum needed to sustain desired outcomes.

This exercise should consider questions such as these:

- ☐ Have you made any improvements in the utilization of your employees?
- ☐ In your program areas are you using your employees in the most efficient manner?
- ☐ If not, what are you going to do about it?
- ☐ If your work is changing, what plans do you have to accommodate shifts in workload, budget and needs for current skills?

Improved Work Processes

As important as having a skilled and knowledgeable workforce is having an efficient work process that provides timely and effective products and services to our citizens. Based on the workforce time and cost expenditures, customer feedback, and performance management, the ***State/Center/Directorate*** has determined that those listed below are work processes to target for improvement.

Although it is expected that most imbalances of skills and knowledge can be balanced within a State/Center/Directorate, there may be instances where national assistance beyond their administrative boundaries.

Process Improvement			
Fiscal Year	**Location Org Code***	**Activity Code#**	**Work Tasks**

Notes:

* If the process improvement is specific to one office list the office by its office code. If the improvement is planned for more than one office list the two-character organizational code, i.e. TC.

The business activity numeric code is the breakout provided in the BLM's Enterprise Architecture, i.e. 1.1.2 for Assign Preparation of Response – Provide Customer Response. This information is located at http://web.blm.gov/bea/. Use the most specific code possible.

The purpose of this part is to analyze various work processes in your organization and determine what can be done to make them more efficient and effective. When processes are analyzed, consideration should be given to cost, redundancies, overlaps, quality, service and timeliness. Focus on redesigning the process as a whole to achieve the greatest benefits for the organization and the customer.

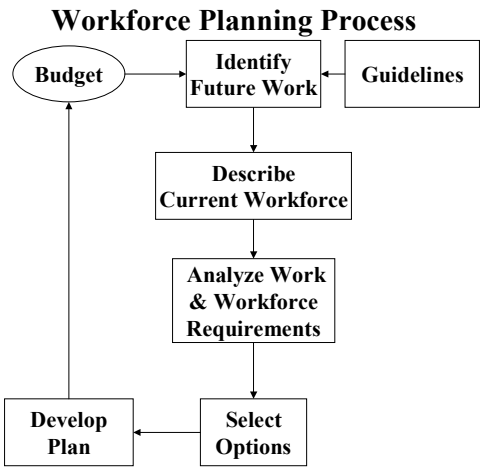
This exercise should consider questions such as these:

- ☐ How can we improve our work processes?
- ☐ Is one person handling the same piece of paper more than once?
- ☐ Can the process be streamlined to avoid that?
- ☐ Are people involved in the process who don't need to be?
- ☐ Should employees who are not empowered be empowered so the process can be streamlined?
- ☐ Where can you improve your process to save time, money and resources?
- ☐ Which processes do you think are costing you the most time, money, people?
- ☐ Which can be streamlined or improved?

Summary of Workforce Analysis

Workforce Planning Process

Workforce planning is a process to ensure that the organization has the right skills at the right place and at the right time to carry out its work. For workforce planning to be effective, the future work requirements must met match the skills available from the current workforce and planned from the future workforce to get the most effective long-term performance at the least reasonable costs.



Future Work Defined

The data gathering and information synthesis describing the future work requirements has been completed. These requirements determine the thematic scenarios built in the budget workloads. Along with defining skill needs, include the BLM's corporate workforce planning guidelines. These directions give labor force projections, futuring, and rules to help in coordinating local needs with national requirements. Assess process efficiencies and determine program work requirements.

The budget themes expressed in the budget directives provide priorities for work. Additionally, the BLM's strategic plan provides the projections of performance and outcomes that relate to work priorities and the extent of the workload. The strategic plan and budget themes also provide some insight into our anticipated future work, as well as the workforce performance and workload measures: http://mis.blm.gov/.

Describe Current Workforce

It is critical to understand the skills and knowledge available from the present workforce. Is is equally important to know where and when these skills and knowledge will be available to be applied to changing work requirements. To determine what is needed, a review of present and past performance and costs is needed.

Current Staffing

It is important to understand the structure of the workforce and the type of appointments. By reviewing the seasonality and work schedules of the employees within the workforce, an understanding of the availability of staff to commit toward work can be determined.

					Current Staffing					
Org	Perm Full Time	Perm Part Time	Career Seasonal Othr	Career Seasonal Fire	SCEP	STEP	Temp	Term	Seasonal	Total

Notes:

- Term appointments are made for a period of more than 1 year not to exceed 4 years
- Temporary appointments are used to fill temporary needs of one year or less.
- Student Temporary Employment Program. Students are appointed in the excepted service under Schedule B213.3202 (a). Students are not eligible for noncompetitive conversion to career or career-conditional appointment under this authority.
- Student Career Experience Program.. The work experience with the agency MUST be related to the students academic career goals. Students are given excepted service appointments which may be converted to career or career conditional appointments within 120 days after satisfactory completion of the requirements for their diploma/certificate/ or degree.

Seasonal employment is employment in a position performing annually recurring work that lasts less than 6 months each year.

Skills Availability

A review of the current workforce and its performance in accomplishing the present work will assist in determining the kinds and amounts of skilled and knowledgeable workers that will be needed for the expected work demands. A workload assessment provides an understanding of the workforce demands for major business activities (program elements) both in skill requirements, but also in the number of workers needed.

The capability of the workforce is dependent upon the skills and knowledge they possess. The Bureau has not established a skills list for carrying out specific tasks or work. However, the general skill requirements of the workforce can be assessed using indicators of skills using an aggregate of the occupation or job series, grade or level, and work defined for a position or general work within BLM. These general skills are defined in the SF-52 combined with the federal personnel occupation classification system.

In addition to the skills needed accomplish the work, it is important to know what skills are at risk of being lost through retirements or term appointments.

				Skills Availability				
Organization	Job Series	Grade/ Level	Occupation Name	Program Element Code	Program Element Name	Appointment Type	Ret.Eligible <=5 Yrs	Ret. Eligible >5 Yrs

Appointment Type Codes:

10 = CAREER (COMPETITIVE SERVICE PERMANENT)
15 = CAREER-CONDITIONAL (COMPETITIVE SERVICE PERMANENT)
20 = NONPERMANENT (COMPETITIVE SERVICE NONPERMANENT)
30 = SCHEDULE A (EXCEPTED SERVICE PERMANENT)
32 = SCHEDULE B (EXCEPTED SERVICE PERMANENT)
34 = SCHEDULE C (EXCEPTED SERVICE PERMANENT)
36 = EXECUTIVE (EXCEPTED SERVICE PERMANENT)
38 = OTHER (EXCEPTED SERVICE PERMANENT)
40 = SCHEDULE A (EXCEPTED SERVICE NONPERMANENT)
42 = SCHEDULE B (EXCEPTED SERVICE NONPERMANENT)
44 = SCHEDULE C (EXCEPTED SERVICE NONPERMANENT)
46 = EXECUTIVE (EXCEPTED SERVICE NONPERMANENT)
48 = OTHER (EXCEPTED SERVICE NONPERMANENT)
50 = CAREER (SENIOR EXECUTIVE SERVICE PERMANENT)
55 = NONCAREER (SENIOR EXECUTIVE SERVICE PERMANENT)
60 = LIMITED TERM (SENIOR EXECUTIVE SERVICE NONPERMANENT)

65 = LIMITED EMERGENCY (SENIOR EXECUTIVE SERVICE NONPERMANENT)

Working Structure

Employees perform an array of job tasks and functions in their daily work assignments. Some of their functional requirements are captured due to their importance to the organization's operation and mission, as related to their supervisory roles, trust management responsibilities, and fire program support.

Agencies must incorporate the Federal Activities Inventory Reform Act (FAIR Act) on future workforce decisions. The FAIR Act requires agencies to submit a yearly inventory of all activities performed by federal employees that are not inherently governmental in nature or commercial in nature. The FAIR Act seeks to achieve economy, enhance productivity, and quality through competition to get the best service at the least cost to the taxpayer. Federal policy regarding performance of commercial activities is outlined in OMB Circular A-76, Performance of Commercial Activities. OMB Circular A-76, *Performance of Commercial Activities*, establishes Federal policy regarding whether commercial activities should be performed contract with commercial sources or in-house using Government facilities and personnel. http://www.doi.gov/pam/competitivesourcing/

Working Structure											
Org	Employee Name	Pay Plan	Job Series	Grade/ Level	Job Title	Full Performance Level	Supervisor	Direct Service	Trust Manage ment	Fire Manage ment	Competitive Sourcing

Notes:

TRUST MANAGEMENT CODES:
- T1 FOR 51% OR MORE
- T2 FOR 25% TO 50%
- T3 FOR LESS THAN 25%

FIRE MANGEMENT CODES:
- F1 TEMPORARY PREPAREDNESS FIRE PLAN POSITION
- F2 CAREER-SEASONAL PREPAREDNESS FIRE PLAN POSITION
- F3 PERMANENT PREPAREDNESS FIRE PLAN POSITION
- F4 TEMPORARY FUELS FIRE PLAN POSITION
- F5 CAREER-SEASONAL FUELS FIRE PLAN POSITION
- F6 PERMANENT FUELS FIRE PLAN POSITION
- F7 TEMPORARY SUPPORT FIRE PLAN POSITION

F8 CAREER-SEASONAL SUPPORT FIRE PLAN POSITION
F9 PERMANENT SUPPORT FIRE PLAN POSITION

COMPETITVE SOURCING
I INHERENTLY GOVERNMENTAL
C COMMERCIAL

SUPERVISOR
2 = SUPERVISOR
6 = LEADER
7 = TEAM LEADER
8 = NON-SUPERVISOR

Diversity

To reach our goal of a truly diverse workforce, over the next 5 years we must implement and monitor programs that recruit diversity, develop diversity, retain diversity, and reward diversity. As part of our departmental strategic plan, we have committed to reaching the following representative levels within our workforce by September 30, 2006.

Diversity													
State/ Center	Total All	Total Women	Total Minorities	White Men	White Women	Black Men	Black Women	Hispanic Men	Hispanic Women	AA/PI Men	AA/PI Women	AI/AN Men	AI/AN Women
On-Board													
Accessions													
State CLF													
Rep Index													

Notes:

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Worker Costs

Along with the personnel data, each manager should review the costs by program element in order to gain an understanding of where the majority of the work is being accomplished and who is performing this work. With personnel, worker time, and cost information, it is now possible to correlate where the strengths of the skill mix and capacities are within the organization, and where present and potential gaps are found.

Workforce costs are critical in developing workmonths and labor costs. They also contribute to the magnitude of operational costs that will support the workforce or whether work should shift between workers funded under labor costs or operational costs for supplemental workers. To effectively complete these two items, the user needs to have a comprehensive understanding of the work, skills, knowledge, and capabilities of the workforce.

Worker Costs										
Org	Employee Name	Job Series	Grade/ Level	Job Title	Program Element Code	Program Element Name	Subactivity Code	Subactivity Name	Hours	Labor Cost

Select Options

After you have shifted workers, developed skills, and you still require additional skills capacity to meet mission requirements, you should determine how to acquire skills from sources internal or external to your office. Discuss and answer the following questions.

- What options exist for obtaining this skill?
- What are the consequences of not doing this work?
- Can this work be combined with other work?
- Can this work be shared?
- Must this work be done locally?
- What are the tradeoffs and benefits of doing this work internally?
- What are the advantages of doing this work internally versus contracting it out?
- Can BLM afford to develop the skill, both in time and money?
- Is this work on going or short-term in nature?
- Could it be filled in as a term appointment?
- What efficiencies will be lost by not filling this position?
- What is the requirement for this position to be filled by a Federal employee?
- Does this position significantly impact/influence public land decisions?
- Is there a requirement that this work be done by a Federal employee or contracted?
- Does this position broadly influence/impact other than my organization? Do I expect that influence/impact to continue?
- Will not replacing this skill result in unacceptable loss of critical expertise?
- Does this position require a specific technical expertise versus a more broad set of skills?
- What is the specific expertise and are there readily available sources to acquire?
- What direct mission work does this position support?
- Can the direct mission work be accomplished at an acceptable level without this position?

- Does this skill provided by this position offer long-term sustainable advantage to the Bureau?
- What is the business risk to the operation of losing this skill and knowledge that this position offers?
- Could this work be combined on a more regional or zone basis?
- Does this work have to be done at the current level?
- Does this work need to be accomplished at all?

Workforce Planning Guidelines for FY2004-2008

Mission Direction
The organization will develop and maintain a workforce able to accomplish the BLM mission. The Bureau's program emphasis as described in the budget themes are as listed below. This emphasis should set priorities for assigning workforce resources.

- Recreation
- National Energy Plan
- National Landscape Conservation System
- Fire Plan
- Resource Restoration and Protection
- Homeland Security

Structure

- BLM will not engage in wholesale restructuring, but will reshape the organization to incorporate better business practices that provide more effective and efficient services and products.

- Workforce capability will be focused on providing frontline service delivery to citizens.

- Increase efficiencies using shared skills, facilities and resources through partnering (both internally and externally) and co-location with Forest Service and other Natural Resource agencies.

Process Alignment

- Workforce planning will be linked to strategic planning, budget, resource planning, performance management, resource management, business, fiscal, business architecture, and human resource management.

- Where practical, improve business processes before committing resources to accomplish work.

Skills Replenishment

- Succession planning for key positions will be accomplished using a national plan.

The initial key positions are: Deputy Director, Assistant Directors, Office and Center Directors, State Directors, Associate State Directors, Deputy State Directors, and Field Managers.

- BLM endorses OPM's 27 leadership competencies are integral to mission success for all employees.

- Recruitment for entry-level professional positions and SCEP's will be coordinated with the National Recruitment Team.

- Strive to achieve a balanced workforce composed of permanent employees and supplemental workers so that their skills are available to meet changing work requirements.

- The BLM will utilize the opportunities for skills replenishment to reduce the existing level of under-representation of women and minorities.

Training and Development

- Leadership, supervisory, and managerial skills will be developed at all levels of the organization.

- Continuous improvement in technology will require workers to acquire and apply new skills.

Management

- All workforce planning decisions will consider the impact on workforce diversity.

- The Bureau will annually update its human capital management plans.

- The BLM will strategically manage human capital assets of worker skills and knowledge to accomplish work requirements.

- Organizational business decisions will incorporate employee considerations within the context of the needs of the organization.

- Contracts will be based on quality performance at a reasonable cost, creating a competitive market place. The majority of the contracts will be performance-based.

- Workforce planning is effective and sustainable when line management and human resource professionals work in partnership and engage all stakeholders and customers.
- Workforce planning will be consistent with funding.
- Workforce diversity will continue to be Departmental and Bureau priorities.
- The Bureau will review 15 percent of its 2,500 positions associated with commercial activities by the end of FY 2003.