

**United States Department of the Interior  
BUREAU OF LAND MANAGEMENT  
National Human Resources Management Center  
Denver Federal Center, Building 50  
P.O. Box 25047  
Denver, Colorado 80225-0045**

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**EMS TRANSMISSION**

Information Bulletin No. HR-2000-100

To: All HR, RS, NI, NILS, and LRIS Employees

From: Director, National Human Resources Management Center

Subject: Leadership Effectiveness Inventory Implementation

**Background**

One of the results of the 1998 Employee Survey was a clear desire by employees for strong leadership. Recognizing this need, the Executive Leadership Team directed the National Training Center (NTC) to develop a leadership program that would assess leadership skill levels and help to identify strengths and opportunities for development.

During the next fiscal year, all managers and supervisors (MSs) will be required to complete the LEI process. After this group has been evaluated, the LEI will be opened for all other employees who elect to use the instrument.

NARSC, NHRMC, NIRMC, NILS, and LRIS will be participating in the LEI process during the months of October and November and this effort will be coordinated by Ricki Stephenson. Since many of you will be asked to complete a LEI, I wanted to take this opportunity to inform you of what is expected of you and the time table that has been established.

**The Tool**

The LEI is a 360-degree assessment tool for measuring leadership skills. This tool is an important part of the Leadership Excellence Program. It will enable BLM leaders to assess their abilities and target their development as leaders. The LEI is strictly a developmental tool and **will not be used for any other purpose.**

The LEI was developed and will be administered by the Graduate School, United States Department of Agriculture (GS/USDA). The LEI measures the 27 leadership competencies that the Office of Personnel Management has recognized as essential for leadership success. To complete the 360-degree process, instruments are completed by the person being rated, his or her supervisor, all the employees who report directly to the person and three to five peers.

## **Process**

### **Orientation**

All managers, and supervisors (MSs) in the three above listed Centers will receive an orientation session conducted by the NTC program coordinator. During this two-hour orientation session, the presenter will discuss the following:

- The development of the instrument and the OPM competencies.
- Why BLM selected the LEI instrument.
- How instruments will be electronically distributed and completed.
- Whom participants should select as raters.
- When and how participants will receive their results.
- How the participant and BLM will use the data.
- The confidentiality of the individual results.
- How to conduct feedback sessions with the supervisor, direct reports, and peers.

If you cannot attend a session, please inform the program coordinator, Ricki Stephenson at (303) 236-6690.

### **Collecting the data**

If you are a MS, you will receive an e-mail from the NTC program coordinator asking you to identify your raters and you will be asked to complete your self evaluation. The e-mail will have a link to the LEI providing easy access to the instrument. It will take approximately 45 minutes to complete. Instructions for completing and submitting the instrument is included in the introduction to the LEI.

Since this is a 360-degree assessment, all MSs will be rating themselves and having their supervisors rate them; all direct reports will be asked to complete an instrument on their supervisor and all MSs will select 3 to 5 peers to complete an instrument for them. When you receive the e-mail from a MS asking for you to complete the instrument, the message will indicate whom you will be rating and in what role (supervisor, peer or direct report) you will be participating.

## **Interpretation**

About 4 to 6 weeks after the orientation session, a consultant from the GS/USDA will hold an interpretation session. All participants who were rated **MUST** attend the interpretation session to receive their LEI results. The interpretation sessions are scheduled for: November 28 - 29, 2000.

All MSs **must** attend one of the interpretation sessions. The session will last 4 hours. During the session, participants will learn how to interpret data for the group as a whole and become familiar with the report's structure and how to view the data. After completing the group interpretation, all participants will be given a report that contains their own individual data. They can then review the data in class and ask questions. They can also schedule individual interpretation sessions in the afternoon with the GS/USDA instructor. The interpretation sessions are opened only to MSs.

At the interpretation session, participants will begin to develop IDPs based on the results of their assessments. They will complete their IDPs back at the office with the help of their supervisors. After the supervisor approves the IDP, the participant will enter the plan on the Internet site within 30 days from the interpretation session and will update the information as the plan is completed or changed.

After the interpretation session, participants with more questions about the individual assessment can call the GS/USDA instructor for additional information. The instructor will give out the telephone contact number during the session.

## **Feedback**

An important part of this process is the feedback session. All participants will be asked to discuss their IDPs with their direct reports and peers. (Participants share their IDPs with their supervisors during the development and approval process.)

Participants need not share their individual assessment tools with their supervisors, peers, or direct reports. They only need to discuss data that they are comfortable sharing, to help the raters understand how the IDP reflects the information they provided in the assessment.

## **Additional Resources**

If you would like to learn more about the LEI process and the Leadership Excellence Program, please visit the NTC web site at [www.ntc.blm.gov](http://www.ntc.blm.gov) and click onto the Leadership Excellence Program, IDP Assessment. NTC has information on the LEI program on its web site, including a program overview, questions often asked about the program, and a listing of the OPM competencies. NTC will continue to update the site with any other material developed for this program.

NTC has prepared a matrix based on the OPM competencies that offers suggested methods for developing more skills in each competency. The matrix focuses on national programs, distance learning opportunities, current reading material, and other suggestions for gaining skills. This tool will help leaders prepare their IDPs. The matrix is available through the NTC web site at [www.ntc.blm.gov/leadership/27\\_comp.html](http://www.ntc.blm.gov/leadership/27_comp.html). Clicking on each individual competency will provide a link for developing skills in that area. There is also a website that lists the most frequently asked questions about the LEI and the process BLM is using. Visiting the following website may answer many of your questions: [www.ntc.blm.gov/leadership/lei/](http://www.ntc.blm.gov/leadership/lei/)

If you have any questions, please contact Ricki Stephenson (303) 236-6690.

Signed by:  
Linda D. Sedbrook  
Director

Authenticated by:  
Darlene Robitaille  
Secretary

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