

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

August 12, 2002

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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

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 7½ 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)

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).

- 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.

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