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BUREAU OF LAND MANAGEMENT

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Subject

1201 - Organization Management (Public)

1. Explanation of Material Transmitted: This release reestablishes the BLM Manual Section 1201 which was deleted in accordance with E.O. 12861 of September 11, 1993, Elimination of One Half of Executive Branch Internal Regulations (WO IM No. 96-1287 dated June 14, 1996).
2. Reports Required: None.
3. Material Superseded: None.
4. Filing Instructions: File as directed below.

REMOVE:

None

INSERT:

1201

(Total: 15 Sheets)


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- .01 Purpose. This manual section contains the Bureau of Land Management's (BLM) values and concepts, organizational policies and standards. They serve as a basis for organizational and performance excellence.
- .02 Objectives. The objectives of this manual section are designed to provide:
- A. An organizational framework that values responsible and visionary leadership, is customer and employee focused, supports organizational and personal learning, and encourages a systems perspective to organization management.
 - B. A defined organizational consistency in terms of processes, nomenclature, information, resource decisions, actions, results, analysis, and learning.
 - C. An organization and management structure where major components are adaptable to local needs and sufficiently standard across the BLM to provide effective customer service and accomplish short-term and long-term mission goals.
 - D. An organizational environment that encourages and rewards high quality performance and creativity in serving the customer.
 - E. An organizational management approach that is responsive to public land interests and places authority, responsibility, and accountability at the lowest appropriate level to effectively and efficiently meet diverse customer, employee, and business needs.
 - F. A performance based and results-oriented approach to management that emphasizes legislative and Presidential mandates, strategic planning and budgeting, performance management, and evaluations to achieve planned customer, employee, and business results.
 - G. An organizational structure that facilitates the flow of information vertically and horizontally and encourages communication, coordination, consultation, and partnering within and outside the organization.
 - H. Organizational policies that accommodate necessary change in work environments, management techniques, processes, technology, and diverse workforce composition.
- .03 Authority. Sources: Departmental Manual 101 and 235, OMB Circular No. A-11 and Government Performance and Results Act of 1993.

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.04 Responsibility.

A. The Director, Deputy Director(s), Assistant Directors (AD) are responsible for ensuring that the BLM is organized in an optimal manner and its structure facilitates the accomplishment of BLM's mission. They establish and implement customer service standards to guide the operations of the BLM.

B. The AD, Business and Fiscal Resources, is responsible through the Group Manager, Management Systems, for:

1. Monitoring the effectiveness of the BLM's organizational structure.
2. Providing assistance to BLM managers in applying organization and management principles and policies.
3. Keeping abreast of new and evolving organization and management principles and techniques applying them to BLM systems and organizations where appropriate.
4. Conducting program/management evaluations within the BLM and recommending changes to improve performance and management effectiveness.

C. State Director. The State Director is the principal BLM line official at the State level and is directly accountable to the BLM Director. The State Director, working with State management analysts, formulates policy and renders decisions within the limits of their delegated authority, directs/oversees activities within the State, and provides support to field operations.

D. Field Manager. The Field Manager is the principal BLM line official at the Field level and is directly accountable to the State Director. The Field Manager complies with established policy and renders decisions within the limits of their delegated authority, and directs activities within their geographic area of responsibility. The Field Manager also makes multiple-use decisions concerning on-the-ground operations.

E. National Center Directors. National Center Directors are responsible for providing certain Bureauwide administrative support and operational services. They ensure that organizations under their jurisdiction are organized in an optimal manner to facilitate the accomplishment of the BLM mission.

F. BLM Deputy State Directors and Managers. All BLM Deputy State Directors and Managers Bureauwide are responsible for compliance with BLM organizational and management policies and standards and adhere to operating management practices (outlined in .13). They also render decisions within the limits of their delegated authority.

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.05 References.

- A. Departmental Manual 135 - Organization, Bureau of Land Management.
- B. BLM Manual 1202 – Organization Control.
- C. BLM Manual 1203 - Delegation of Authority.
- D. BLM Manual 1400-300 – Promotion and Internal Placement

.06 Policy.

A. The Office of the Secretary must approve organizational changes at the BLM Assistant Directorate level and above which will result in a change to the Departmental Manual before such changes may be implemented even on an interim basis.

B. An organizational change below the BLM Assistant Directorate level will be effected through a new or revised chapter in the BLM Manual or through the issuance of an Instruction Memorandum.

C. Organizational planning is the process, by which offices identify their structures, determine placement of functions within their structures, and determine the allocation of staff and other resources among the functional entities which comprise their organizations.

D. Organizational structures are established and maintained to provide a framework of control and to delineate levels of responsibility required to accomplish the BLM's goals and objectives.

E. Organizations are to be structured for effectiveness and efficiency. Specific attention will be given to the following organization principles for all organizational changes:

1. Ability to carry out program objectives and associated tasks;
2. Elimination of unnecessary organizational fragmentation and excessive layering of positions;
3. Effective channels of communications;
4. Ability to maintain accountability for program and administrative operations at the appropriate level;

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5. Impact on the morale, well-being and productivity of personnel, and the ability to provide high quality services to the BLM's internal and external customers;
6. Adherence to personnel management practices; and, cost effectiveness.

.07 File and Record Maintenance.

Organizational change files are considered permanent archival records. The maintenance of these files is critical to facilitating future research, establishing a record of agency structural changes and providing information to requesters under a variety of statutes. See BLM Manual Section 1273 and the Combined Bureau/General Records Schedules for disposition instructions.

.08 Definitions.

A. Organization. It is the formal grouping of positions into designated units and the assignment of functions and responsibilities to those units. This also includes the identification of supervisory/subordinate relationships and the interdependent activity between units.

B. Organizational Levels. The organization of the BLM provides for three basic organizational levels: Washington Office (WO), State Office (SO), and Field Office (FO) (with prior approval, a modified two-tier with District Offices is acceptable). Authority, responsibility, and accountability for the BLM line operations are vested in the heads of these offices. Distinct from these levels are several centers and an office with BLM-wide responsibilities under Headquarters. They are the National Business Center (NBC), Office of Fire and Aviation (OFA), National Human Resources Management Center (NHRMC), National Training Center (NTC), National Information Resources Management Center (NIRMC) and National Science and Technology Center (NSTC).

C. Interagency Offices. State and Federal Offices sharing authorities and personnel with other Federal, State, or local government entities can be utilized at any level of the organization and should use an "interagency" or geographic location identification. Interagency operations and delegations shall be in accordance with the BLM Manual 1202 and 1203.

D. WO Headquarters. The WO Headquarters consists of the BLM Director, Deputy Director(s), ADs, and their supporting staff. The WO provides national level decisionmaking, policy and program direction to the rest of the BLM. The Director is the Chief Executive Officer of the BLM who, with the Deputy Director(s), Special Assistants and ADs, exercises overall responsibility for directing, coordinating, and controlling all activities. The WO also represents the SOs and FOs when working with the Office of Management and Budget and

Congress to acquire necessary resources to carry out functions.

E. State Office. The SOs consist of a State Director, Associate State Director (ASD), Deputy State Directors (DSD), and support staff. The SOs are the BLM's first level administrative unit of the Field organization, responsible for administering BLM programs in one or more States. The SOs are structured to guide and assist all offices in accomplishing mission activities such as cadastral and records maintenance. Depending upon the magnitude, budget, delegation of authority and complexity of the program, managers of National Conservation Areas and/or National Monuments report to the State Director or Field Manager. The role of the SO broadly falls into the following five major areas:

a. Policy and Program Direction - Statewide policy setting; oversight and program implementation; interpretation of national policy; facilitation and implementation of that policy; and providing ultimate decisionmaking authority.

b. Facilitation and Coordination - Coordinate program objectives to achieve mission goals; coordinate State and Field projects across boundary and agency lines (where interagency offices or agreements exist); provide scarce skills and operational support when needed at the Field level; and provide centralized support services.

c. Communication and Partnering - Principal point of contact with the Governor, State agencies, other BLM offices, and other agencies or organizations as needed. In addition, provide early warning to WO and FOs on sensitive issues.

d. Monitoring and Assessment - Ensure that the BLM mission is met and to identify changing priorities and needs. Monitoring does not imply frequent reviews are needed or desirable. It means maintain an awareness.

e. Business Management - Statewide guidance and coordination of the BLM business management processes; gathering, reporting, and analysis of performance/cost data; and improving the efficiency and effectiveness of the organization.

F. Field Office. The FOs are comprised of a Field Manager, National Conservation Area Manager or Monument Manager, and their managers and staff. The FOs develop and carry out resource management programs within geographic subdivisions of each SO's area of jurisdiction and conduct on-the-ground management of BLM programs. A FO is the basic resource management administrative unit of the BLM. The role of the FO falls into the following four major areas.

a. Public Land Use and Resource Allocation - Prepares and makes decisions about resource management plans; assesses and monitors resource conditions and trends; and conducts compliance monitoring of land uses and activities on public lands.

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b. Operational Functions - Maintains various on-the-ground operations such as infrastructure and existing improvements unless better centralized at a different level. Also, responsible for conducting local administrative support tasks.

c. Field Contact for Public - Serves as primary focal point of contact for customers and stakeholders at the local level and communicates the policies, procedures, and goals at the local level to the public, the media, local organizations, local communities, county and local governments, and partner groups.

d. Business Management - Gathering and reporting of performance/cost data.

G. Project Office - Project offices are small operational units that provide administrative support to Centers and Branches. These offices are located in detached locations, but constitute a [virtual] organization entity.

H. Field Station - Field Stations are established by FOs as detached offices or duty stations. A field station does not have a formal line manager, as field stations are an extension of a FO, not an independent entity.

I. BLM- National Centers - The BLM has five centers and one office which function as a part of WO Headquarters whose personnel provide a variety of policy, budget, administrative support, and operational services and conduct assigned activities Bureauwide. These centers and office are as follows:

1. NBC. The NBC provides centralized financial operations and technical support, data processing, and administrative support functions Bureauwide. The Director, NBC, reports to the AD, Business and Fiscal Resources.

2. OFA. The OFA develops fire equipment standards and technology and provides operational fire management support services to supplement SO and FO fire management activities. The Director, OFA, reports to the BLM Director.

3. NTC. The NTC provides Bureauwide training services and support tailored for specific BLM needs. The Director, NTC reports to the AD, Human Resources Management.

4. NHRMC. The NHRMC is responsible for providing Bureauwide operational human resource management services, support, advice, and/or assistance. The Director, NHRMC, reports to the AD, Human Resources Management.

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5. NIRMC. The NIRMC is responsible for Bureauwide information technology infrastructure operations and maintenance. This includes Internet management and support, systems operational support and maintenance, Wide Area Network Operations Center/server support, and systems engineering. The Director, NIRMC, reports to the AD, Information Resources Management.

6. NSTC. The NSTC is responsible for using the most current and accurate science and technology to make lands and resources management decisions. The Director, NSTC, reports to the AD, Renewable Resources and Planning.

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.1 Organizational Framework.

.11 Organizational Foundation Concepts. The BLM is built upon a set of interrelated core concepts defined as the BLM Preamble (see Illustration 1). These concepts are the foundation for integrating key organizational requirements within a results-oriented framework. They include the BLM's vision, mission, values, and priorities.

.12 Organizational Performance Criteria and Standards. The BLM's Organizational Performance Criteria and Standards are based on the Malcolm Baldrige Criteria for Performance Excellence outlined in the Criteria for Performance Excellence Booklet. They focus on business results in five key areas: customer-focused results, financial performance results, human resource results, supplier and partner results, and organizational effectiveness results. The Criteria are the basis for organizational studies and evaluations covering seven categories: (1) Leadership; (2) Strategic Planning; (3) Customer Focus; (4) Information and Analysis; (5) Human Resource Focus; (6) Process Management; and (7) Business Results. Evaluating the organization on these criteria will:

- ▶ Help improve organizational performance practices, capabilities, and results;
- ▶ Facilitate communication and sharing of best practices information among BLM organization units; and
- ▶ Serve as a working tool for understanding and managing performance and for guiding planning and opportunities for learning.

.13 Operating Management Practices. It is the practice of the BLM to operate its organizational units in the most efficient and effective manner possible. Within an organization's delegated authorities there are certain practices, which must be adhered to, in managing and directing activities. These operating management practices are as follows:

A. Decentralization. The BLM's practice is to place functions, resources, and personnel, considering such factors as workload, funding, access, efficiency, and legal requirements, at the lowest possible level in the organization and to place authority, responsibility, and accountability at the level where the work is performed. The only exception would be in the consolidation of support functions since the centralization of this function would enable cost savings and increased efficiencies.

.13B

B. Flexible Workforce. Developing and maintaining a highly skilled permanent

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workforce is the key to the BLM's future success. The BLM is a skills-based organization rather than an occupation-based organization. Investing in developing and maintaining a multi-skilled employee base that can adapt to changing conditions is critical. The core workforce will be augmented by short-duration or project term, temporary, interagency position sharing, and contract employees to maximize capability and flexibility.

C. Multiple-Use Management. The BLM's programs are managed under the multiple-use and sustained yield concept. The BLM programs are not individual entities with separate land-use goals. Rather, all the BLM programs are an integrated whole with a common purpose that often cross administrative and agency boundaries. Organizational structures should be designed to emphasize coordination among program interests and, at times, external agency partners. Organizational structures which emphasize the separation of different programs and create actual or artificial barriers to communication among programs are discouraged. In carrying out this principle, the Field area is the BLM's primary interdisciplinary, multiple-use management unit. This does not mean that a Field area cannot be focused on dominant or priority programs, but that its orientation must be toward an interdisciplinary unit to carry out multiple-use management. Resource planning and management decisions should be made in concert with sustainable development concepts which consider social, environmental, and economic aspects of the human well being of current and future generations.

D. Interagency Collaboration. Well defined and managed collaboration with other Federal agencies and State and local governments can leverage the resources of the BLM. Where collaboration is appropriate and helps serve our public, it should be a part of the BLM's standard operating principles.

E. Communication and Flow of Information. The maintenance of open communication and the flow of information up, down, and across the BLM's organization is critical to effective operations. Systems and organization structures must be designed to facilitate communication without undue increase in coordinating or special staff positions designed solely to transfer information.

F. Line and Staff. The BLM's organization and management processes follow a line-staff concept. The managers of the three basic organizational levels exercise line management. These are the Director, Deputy Director(s) and ADs (includes the OFA Director) at the WO level; State Director and ASD at the SO level; Field Manager (includes National Conservation Area Manager or National Monument Manager) at the Field level. All other managers are staff managers.

.13G

G. Human Resources. It is the BLM's policy and practice to encourage and enhance

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human resource development. The central concept of this policy is to retain the BLM's work force and to further develop its skills, knowledge, and abilities to meet existing and future needs. It is also the policy of the BLM to provide equal employment opportunity to all persons, by prohibiting discrimination in employment because of race, color, religion, national origin, sex (including gender identity and sexual orientation), age, or condition of handicap and by promoting equal employment opportunity through continuing affirmative action employment opportunities. The BLM also recognizes the value of workforce planning as a long-term tool of strategic planning aimed at gaining skilled workers to meet new demands while maintaining a workforce whose skills are developed and broadened to keep pace with mission changes.

H. Customer Service. It is the BLM's practice to seek and respond to customer input and improve customer service. It is BLM's commitment to meet the following standards:

1. Treat customers in a courteous, efficient, and professional manner at all times.
2. Meet customers needs in a timely manner.
3. Work with customers to meet their needs while complying with laws and regulations.
4. Advise customers if their request cannot be filled in initial contact. Tell them who will respond to their request and when they can expect that response.

The BLM has defined customer service performance standards for Information Access Centers, Uses Requiring Authorization, Uses of Lands Facilities and Developed Sites, Compliance and Enforcement, and Public Policy Involvement Opportunities.

.14 Management Tools. The BLM's management tools are designed in accordance with the Government Performance Results Act (GPRA) of 1993. The purpose of a management tool is to improve efficiency and effectiveness by establishing a tangible application to set goals for program performance and to measure program results. The following tools focus on program results, service quality, and customer satisfaction.

A. Strategic Plans - These plans in accordance with GPRA are submitted every 3 years with a 5-year outlook. Strategic plans are to include a mission statement covering major functions and operations of the BLM and general goals and objectives of the BLM, as well as, the approach and necessary resources to be used in achieving these goals and objectives. Strategic plans must also include plans for future evaluations in which the BLM must describe any program evaluations used in establishing or revising the goals and objectives.

.14B

B. Annual Performance Plans - Performance plans are designed to cover each program activity in the BLM's budget and establish performance goals. These goals will then
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define the performance level to be achieved by a program activity. The goals, whenever possible, are to be expressed in an objective, quantifiable, and measurable form. Performance measures will be used to measure the relevant outputs, outcomes, and/or service levels for each program activity. The performance plans will also describe the operational processes and resources needed to meet the performance goals and will establish a procedure for comparing actual program results with the performance goals.

C. Annual Work Plan - Annual Work Plan (AWP) tracking and review by the SO should be performed jointly by the program and budget leaders. Recommendations for adjustments and the resolution of technical AWP issues will be accomplished in cooperation with appropriate program leaders.

D. Performance Reports - These reports are submitted to the Office of Management and Budget 6 months after the end of the fiscal year on which it is based. These reports are designed to compare the performance indicators that were established in the performance plan and the actual program performance achieved with the performance goals in that year's plan. The reports should also discuss the BLM's success in achieving the performance goals, along with a description and explanation of those cases in which performance goals have not been met. The BLM's measure of performance will be whether the strategy was implemented effectively and whether the organization achieved breakthrough performance in its strategic outcomes.

E. Balanced Scorecard - The Balanced Scorecard is a unified systematic approach to planning that creates organizational alignment. The Balanced Scorecard offers a continual process of feedback, learning, and innovation. The Balanced Scorecard puts strategy at the center of the management process. The BLM core values provide a generic checklist for monitoring the quality of the processes the BLM uses to formulate strategy. The Balanced Scorecard however, establishes linkages between various sub-categories and overall mission goals such as customer service and performance. The Balanced Scorecard gives the BLM credibility among stakeholders and Congress by producing the measures by which we will be held accountable.

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.2 Organization Structure Criteria. This section covers the basic criteria for the BLM organization structure (formal organization, office location, boundaries, etc.). Changes to the organization structure must meet the standards and requirements of this Manual section, Manual Sections 1202 – Organization Control, and 1203 – Delegation of Authority.

.21 Efficiency and Effectiveness. Organizational structures must facilitate the accomplishment of BLM's strategic goals and objectives and the implementation of the annual performance plan and AWP. Both tangible and intangible costs and benefits must be included in the analysis. The true measure of how efficiently and effectively the BLM operates is reflected in how well objectives are met. An effective organization requires as few organizational layers, as practicable, and a minimum of reporting supervisory and clearance levels. All BLM offices are required to operate according to principles of teamwork to maintain efficiency and effectiveness.

.22 Organizational Flexibility. Optional organizational substructures are to be approved through normal procedures in accordance with organizational change authority delegated in the BLM Manual Section 1203. The delegation of authority necessary to complete specific work actions and accountability for completing those actions should be placed, whenever feasible, with the manager where the work is performed. The criteria established for the different levels must be followed, including the necessary span of control to establish a formal organization entity. Structural flexibility is provided to enable the organization to be adaptable to local needs. The following guidelines should be used in establishing subordinated substructure:

A. Field Organizational Structure. The general BLM Field organization structure includes SOs and FOs. Additionally, some States maintain established interagency organizations. The substructure of the SO or FO and National Conservation Area and National Monument may include Division, Office, Branch, Section, Project Offices and Field Stations. An National Landscape Conservation System (NLCS) Office may be established as a substructure to a FO where the manager of a National Conservation Area or National Monument is reporting to a Field Manager, depending upon size, complexity, and delegation of authority. Where interagency organizations are used, they should have comparable BLM substructures, if practical. When substructuring groups and Field staffs the following should serve as guides (See Illustrations 2 and 3):

1. Develop branches or sections only as needed to group like functions or tasks together to ensure adequate program and staff supervision.

2. Avoid excessive layering. Before a subordinate organizational unit is established, the possibility of splitting the existing organization into two equivalent units should be highly considered.

3. Develop subunits in moderation. Moderation can be defined as no more than one level of subunit below the field manager.

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than five subunits and only after an organizational review that recommends the subunit to efficiently continue BLM operations.

B. Role of Supervisors in Subordinate Organizational Entities. The supervisory role must meet the minimum authorities and responsibilities outlined in OPM's General Schedule Supervisory Guide, including the credit for supervision over work that is contracted out. Designated supervisors of subordinate organizations (i.e. Staffs, Groups, Sections, etc.) have human resource, fiscal, administrative, and technical supervisory responsibilities over the employees assigned to them. (See Illustration 4). Where they exist, interagency supervisors are bound by the rules and authorities of the agency of each employee they are supervising.

.23 Organizational Nomenclature. The BLM's organizational nomenclature is patterned after the Department of the Interior's nomenclature. A standard set of titles for organizational entities is used within the BLM to provide a common frame of reference for the public and others, as well as, for BLM employees.

A. Organizational Hierarchy.

1. Office/Staff is a group of employees with specialized duties reporting directly to a line manager.
2. Group is the first level subordinate organizational component of the WO and National Centers. Division is the first level subunit of the SO.
3. Branch is a subordinate organizational component of a Division, Group, or FO.
4. Section is a subunit of the Branch.
5. Interagency staffs should adopt the non-agency specific nomenclature to promote a collaborative culture and work environment.

.23B

B. Titles. To avoid confusion and to provide a service to the public, lengthy

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and officious titles should be avoided. To the extent possible, titles should accurately describe the function performed within the organizational component.

1. SOs should be named after the State(s) they serve, e.g. Arizona State Office.
2. FOs should be named after the city, town, or general area in which they are located, e.g. Northern Field Office. In the case of a National Conservation Area or a National Monument, the office will be named after specially designated conservation units (Colorado Canyons NCA). Interagency offices may group their BLM name with their interagency partner's Field units name or adopt an interagency identifier (e.g., Lakeview Interagency Office, San Juan Public Land Office, etc.)
3. Groups, Sections, and Units should be referred to by a functional title before the level of the unit (e.g., Resources and Business Services Group).
4. Divisions, Branches, and Offices should be referred to by the level of the unit followed by the functional title (e.g., Branch of Adjudication)
5. Interagency units should be referred to by a functional title preceded by either "Interagency" or geographic location (e.g., Central Oregon Fire and Aviation, Regional Ecosystem Office, etc.) without use of the agency identifier.

.24 Span of Control. The optimal span of control varies from situation to situation, depending on the type of employees supervised, diversity of skills, complexity of the work, supervisory experience, etc. Ideally, the span of control should be the maximum number of employees that one person can supervise and still provide adequate guidance and control to all the employees supervised. To establish a Branch within a Division or FO, the "rule-of-ten" must be used. Only permanent full-time equivalents (FTEs) are to be used when considering whether there are enough personnel in a functional area to create a substructure. A substructure is not mandatory even if there are more than 11 persons in an organizational component.

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.3 Efficient Use of Positions. Organization Management is a system for making the best use of people and skills to meet the BLM goals. It is closely intertwined with position classification and performance evaluation, as well as other management systems. Based on the goals of the BLM, organizational units are developed with prescribed functions. These functions are further divided into tasks which can be performed by one employee (position). Thus, it is important that organization and position management considerations be closely merged to ensure that the most efficient use possible is made of available positions. In organization planning, managers must consider the effect of the organization on other management systems, as well as, the effect of those systems on the organization and, therefore make adjustments if necessary to ensure an action which is beneficial.

.31 Layering. Layering is the addition or retention of an unnecessary supervisory level in the chain of command. Excessive layering impedes communications flow by creating an additional contact point, places the decision maker organizationally farther from program activity, and places more positions in a supervisory-administrative role rather than a program accomplishment role. Additional supervisory layers are justifiable only when alternative organizational solutions cannot provide effective review and control over the work of the organization.

.32 Associates and Deputies. An associate or deputy position should be considered only when the total supervisory and managerial workload exceeds that which can be performed by the manager. Associates and deputies normally have the full authority as their supervisors. Therefore, with the exception of Deputy State Directors, an associate, or deputy to a line officer also has line authority. Establishment of an associate or deputy position must be approved through normal channels.

.33 Assistants. Establishment of an assistant position should occur only after delegations and responsibilities of subordinate managers and supervisors have been fully considered. Establishment of an assistant position must be approved through normal channels. As with an associate or a deputy, an assistant shares responsibility and authority with their supervisor. The distinguishing characteristic is that the authority and responsibility shared with an assistant is partial since an assistant is normally assigned responsibility only in specified areas (e.g., day-to-day management of the office or management of certain functions).

.34 Number of Supervisors. The number of supervisors must be limited to the minimum number essential for adequate supervision, control, and review. Each employee in the organization should have only one formal supervisor of record. However, others may give guidance and technical advice and a person may receive project direction from someone other than their supervisor.

.35 Personnel Details. A personnel detail is a temporary assignment where an employee

reports to a different position or duties for a specified period. The employee returns to their regular duties at the end of the detail. Details provide a useful tool for managers to meet fluctuating work conditions, enable employees to broaden experience, and managers to staff one-time projects. When used to meet a valid temporary need, a detail is appropriate. However, when a detail is used in lieu of a temporary promotion, to fill a permanent position for an extended period of time, or to circumvent other requirements, it is inappropriate. Details must comply with established personnel procedures. (See BLM Manual 1400-300.)

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.4 Organizational Monitoring and Studies. The BLM's organizational structure is not static. It must be able to change to respond to new needs and requirements. The organization is the subject of continuous review to determine what changes are needed to remain responsive to new programs and authorities, as well as, the many demands placed on the BLM.

.41 Monitoring, Liaison, and Assistance. Continuous monitoring of the organization must be maintained to keep abreast of changes, as well as, the status of implementation activities. The Management Systems Group, SOs, NBC Management Analysts, and managers all participate in monitoring activities, both on a formal and informal basis to ensure that the BLM's organization is responsive. The AD, Business and Fiscal Resources, through the Group Manager, Management Systems, serves as a liaison and provides assistance with the BLM Offices on all organization management matters.

.42 Management Review of Documents. Document reviews do not require Headquarter level pre-signature review of actions taken which are within delegated authorities of the Field level (i.e., WO does not review State actions on a routine basis if the State Director has delegated signatory authority). Headquarter level officials conduct post-signature review only as a quality assurance audit. Audit reviews are to be limited to the minimum number needed to determine if accepted standards and guidelines are being met. Emphasis is placed on monitoring rather than comprehensive reviews. Line managers are expected to remain sensitive to critical decisions and to keep Headquarter officials informed of decisions.

.43 Evaluations. An evaluation of the organization's general management may be conducted to help guide organizational improvement efforts.

.44 Organizational Studies. Problem areas within the organization may require detailed studies (i.e., discovered as a result of customer or employee survey, costs and/or performance reports, or other various reasons). These studies may be conducted for specific organizational entities or on a BLM-wide basis. Managers are responsible for conducting or identifying the need to conduct a study or analysis to properly exercise their delegated organization change authority or to make a recommendation for a change which exceeds their authority. The Group Manager, Management Systems Group, is responsible for conducting or participating in studies; Bureauwide coordination of studies; and for providing guidance, assistance, and expertise, as necessary. Assistance and expertise may also be provided by personnel from the WO, National Centers, or other BLM Offices, as needed.

.45

.45 Workload Analyses. Levels of intensity, priorities, and risk should be used in
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making decisions and recommending actions, allocating positions and dollars, and implementing organizational objectives.

1. Provide a realistic basis upon which personnel and dollars are assigned throughout the organization.
2. Encourage an optimum distribution of staffing, emphasizing allocation of the maximum number of positions to program accomplishments and the minimum number to supervision and administration.
3. Provide the basis for determining the priority needs for staffing between unrelated fields.
4. Ensure that staffing needs are fully supported and included in program budgeting documents.
5. Ensure that an equitable staffing distribution exists between offices which have different amounts of responsibility and different workload priorities.

.46 Workforce Planning. Workforce planning aligns the future workforce with the BLM's work priorities and core work skill needs while providing the current workforce with opportunities to improve and learn new skills. The focus is getting the right number of people with the right competencies in the right jobs at the right time while insuring that workforce issues are integrated with planning, budget, and management decisions. Competitive sourcing is a part of workforce planning. Outsourcing of functions and tasks can provide the BLM with organizational flexibility to adjust to specific or rapid changes in skill needs. Annual reviews of inherently governmental and commercial functions should be completed at the State and WO levels. In addition, it integrates competition into the workplace, making BLM more efficient in accomplishing its long-term goals.

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.5 Exempted Structure. The official organization of the BLM is a two-tiered structure. In Idaho, California, and Oregon, however, there is an additional tier between the SO and the FO, formally named the District Office. This office structure has officially been approved by Headquarters for these three areas.

.51 District Office Manager. The District Manager is the line official who formulates policy and renders decisions within the limits of their delegated authority, directs activities within the District, and provides support to subordinate Field Offices. The District Manager is directly responsible to the State Director.

.52 District Office. District Offices, in States where a modified two-tier structure is approved, consist of a District Manager, Associate District Manager (not all Districts will have one), Assistant District Managers, and support staff. District offices are responsible for administering BLM programs in two or more FOs. The District Offices are structured to guide and assist the Field Offices under them in accomplishing mission activities. The FOs within Districts do not have the same roles as those in the official two-tiered structure. The FOs under a District do not develop and administer programs, this function is given to the District Office. The role of the District Office broadly falls into the following five major areas:

A. Policy and Program Direction - District-wide policy setting; interpretation of State policy; facilitation and implementation of that policy; and providing decisionmaking authority.

B. Facilitation and Coordination - Coordinate program objectives to achieve mission goals; coordinate State and Field projects across Field Office boundary and agency lines (where interagency offices or agreements exist); provide scarce skills and operational support, when needed, at the Field level; and provide centralized support services.

C. Communication - Principal point of contact with regional and local offices of State agencies, county governments, other BLM offices, and other agencies or organizations as needed. In addition, provide early warning to WO and SO on sensitive issues.

D. Monitoring - Ensure that the BLM mission is met and to identify changing priorities and needs. Monitoring means maintain an awareness.

E. Business Management - District-wide guidance and coordination of the BLM business management processes; gathering, reporting, and analysis of performance/cost data; and improving the efficiency and effectiveness of the organization.

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The BLM Preamble

Our Vision To enhance the quality of life for all citizens through the balanced stewardship of America's public lands and resources.

Our Mission To sustain the health, diversity and productivity of the public lands for the use and enjoyment of present and future generations.

Our Values To serve with honesty, integrity, accountability, respect, courage, and commitment to make a difference.

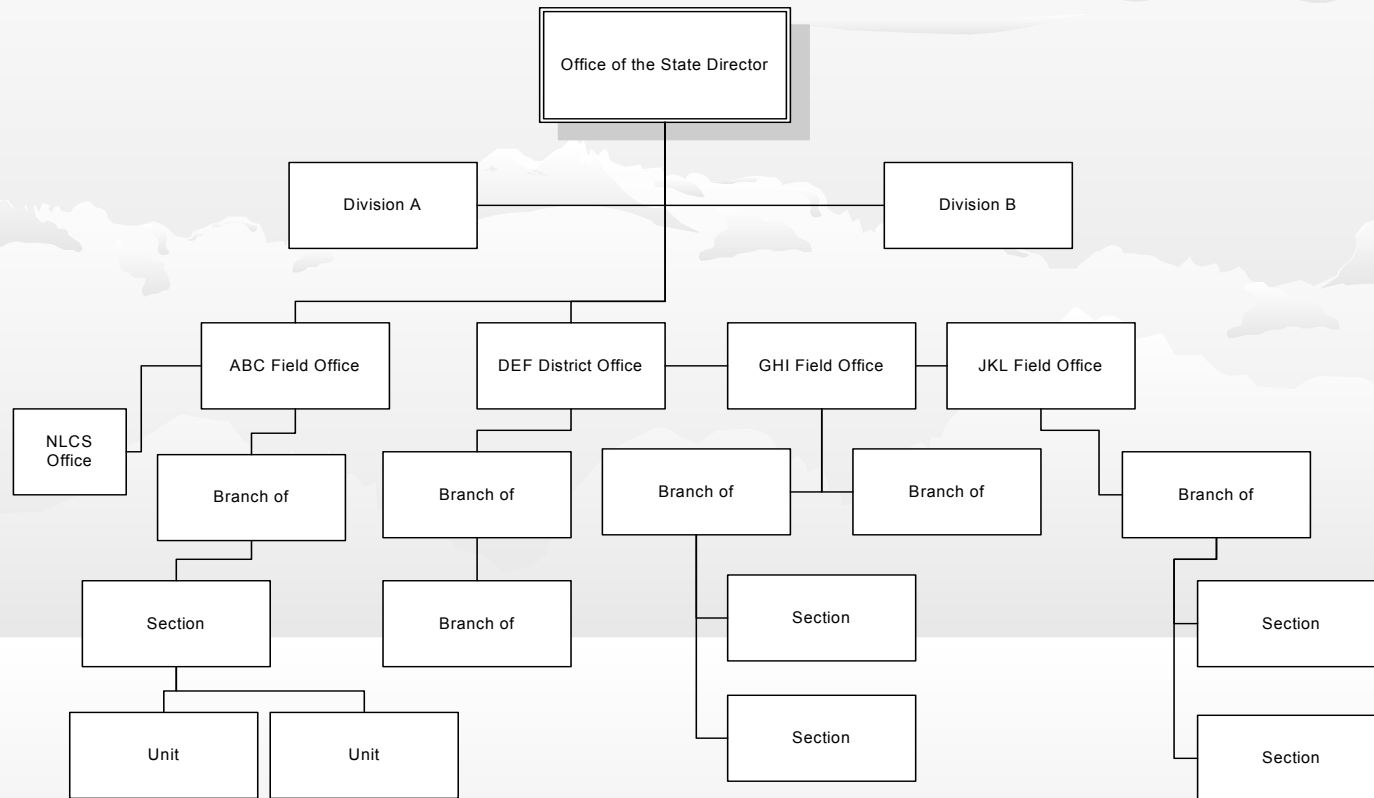
Our Priorities To improve the health and productivity of the land to support the BLM multiple-use mission.

To cultivate community-based conservation, citizen-centered stewardship, and partnership through communication, consultation and cooperation.

To respect, value and support our employees, giving them resources and opportunities to succeed.

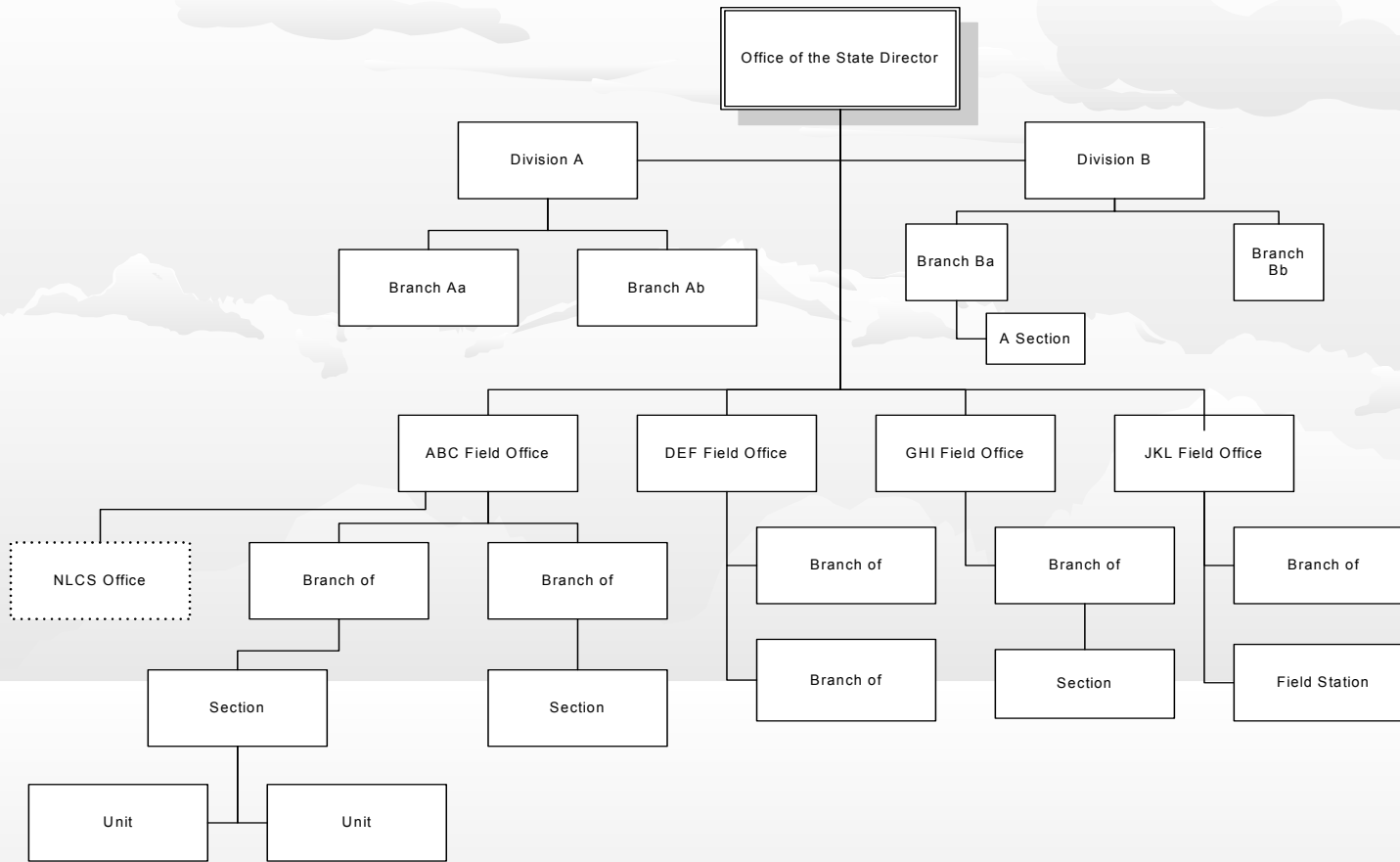
To pursue excellence in business practices, improved accountability to our stakeholders, and greater efficiency in the delivery of service to our customers.

This chart is based on the two-tiered modified structure and the names are used for demonstration purposes only and do not reflect an actual BLM State Office.



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This chart is based on the two-tiered structure and the names are used for demonstration purposes only and do not reflect an actual BLM State Office.



Supervisor, Team Leader and Senior Specialist Responsibility

Supervisor	Team Leader	Senior Specialist
<p>Perform as working members of the workforce</p> <p>Plan work to be accomplished by subordinates</p> <p>Set priorities and prepare schedules for completing work</p> <p>Assign work to subordinates based on priorities, selective consideration of the difficulty and requirements of the assignments, and the capabilities of the employees</p> <p>Review work products of subordinates and accept, amend, or reject work</p> <p>Evaluates performance of subordinates based on quality of work performed in a timely manner</p> <p>Fulfill equal employment opportunity and other personnel management responsibilities</p> <p>Advise, counsel, and instruct individual employees on both administrative and technical matters</p> <p>Interview candidates for positions within the organization entity, recommend individuals for appointment, promotion, or reassignment involving such positions</p> <p>Hear and resolve complaints and grievances from employees.</p> <p>Keep higher level supervisor apprised of potential problems and refer grievances and complaints to that supervisor</p> <p>Within delegated authority and personnel clearances, effect or recommend disciplinary actions</p> <p>Identify and provide for developmental and training needs of employees</p> <p>Review and approve leave request</p> <p>Monitors charge card usage</p>	<p>Perform as working members of the workforce</p> <p>With Supervisor approval plan, work to be accomplished by team members</p> <p>Assign work based on team members experience and expertise in the area</p> <p>Facilitate discussion on work submissions and decide final products</p> <p>Evaluates performance of team members and discusses with their immediate supervisor for formal Performance Evaluation</p> <p>Shares with the Supervisor of record or other higher level manager potential problems as it relates to projects or program management</p> <p>Provides technical guidance and advice</p>	<p>Perform as working members of the workforce</p> <p>Oversees the work products of fellow employees as directed by supervisor</p> <p>Perform in the Delegated Authority of Supervisor when the Supervisor is absent from office</p> <p>Serves as Bureau or State Lead for specific programs and oversees implementation</p> <p>Provides technical guidance and advice</p> <p>Mentor new employees in the office based on the work they will perform in your area of expertise</p>

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