



United States Department of the Interior

OFFICE OF THE SECRETARY
Washington, DC 20240

December 21, 2021

PERSONNEL BULLETIN NO: 21-11

SUBJECT: Departmental Workforce and Succession Planning Policy

1. Purpose. This Personnel Bulletin establishes the policy guidelines to implement a workforce plan at the Department of the Interior (DOI or Department). Succession planning is incorporated in the guidelines as a critical and integral part of workforce planning. It is a systematic process to identify and address gaps in leadership and key mission critical positions. Workforce and succession plans should consider representation from all segments of society with the right skills to ensure a diverse and inclusive workforce at all levels of the Department. This will promote an equitable environment that provides accessibility for opportunities to achieve the mission of DOI.

2. Effective Date. This Policy is effective December 21, 2021.

3. Authorities.

- A. Government Performance and Results Act (GPRA) Modernization Act of 2010
- B. Title 5 of the United States Code (U.S.C.), 2105
- C. Part 250 of Title 5 Code of Federal Regulations (CFR)
- D. 370 DM 312.2, Workforce and Succession Planning
- E. E.O. 13548, Increasing Federal Employment of Individuals with Disabilities
- F. E.O. 13985, Advancing Racial Equity and Support for Underserved Communities
- G. E.O. 14035, Advancing Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce
- H. Evidence in Policy Making Act 2018
- I. OMB Circular No. A-11 (2020), Section 85

4. Coverage. This policy applies to all Bureaus and Offices of the Department and supersedes any other Departmental or Bureau/Office policies or procedures that conflict with this policy. Bureaus/Offices may issue implementing procedures consistent with this policy.

5. Policy.

All Bureaus and Offices workforce succession plans must be an evidence-based assessment and include human capital needs. The workforce succession plans must include strategies to identify, develop and select qualified individuals from all segments of society, to include rural and urban communities as well as Minority Serving Institutions. The plans must also align with the mission, strategic goals, and budget of the Department. Bureaus and Offices must develop and implement their workforce plans by the end of fiscal year 2022. The plan should be updated, intermittently or at a minimum, every four years to address changes or impacts to their workforce.

6. Roles and Responsibilities. Department, Bureaus, Offices may add responsibilities to each of the roles below and/or identify additional roles within their organizational structures in their implementing procedures.

A. Assistant Secretaries, Deputy Assistant Secretaries, Bureau Heads and other Key Officials are responsible for:

- (1) Establishing Departmental strategic and programmatic goals that will serve as the foundation of all workforce and succession planning actions
- (2) Conducting quality assurance reviews of organizational workforce plans during the planning process.
- (3) Funding, supporting, and overseeing the establishment of data systems that promote implementing effective workforce planning.

B. Deputy Assistant Secretary for Human Capital and Diversity is responsible for:

- (1) Overseeing policy guidelines and requirements for implementing workforce planning within the Department.
- (2) Advising Departmental leadership on the administration of the DOI workforce planning process and procedures.

C. Bureau Directors and Equivalent Office Heads are responsible for:

- (1) Ensuring that their organizations are in full compliance with the requirements of this policy.
- (2) Establishing a comprehensive workforce planning program and incorporating succession as an integral part of the Bureau/Office workforce planning.
- (3) Holding subordinate supervisors and managers accountable for implementing the workforce plans in accordance with this policy guidance and applicable Bureau/Office implementing procedures.
- (4) Monitoring agency progress in meeting DEIA goals.

D. Bureau/Office Human Capital Officers are responsible for:

- (1) Reviewing agency workforce plans and implementing actions to assure compliance with this policy.
- (2) Collaborating with managers and supervisors to promote and evaluate the effectiveness of the workforce planning Bureau/Office program.

(3) Collaborating with DEIA Professionals (which may include Diversity and Inclusion (D&I) Strategists, Diversity Recruitment Professionals, and/or other identified DEIA Professionals) to develop and implement workforce strategies that will provide full and equal access to employment and promotion opportunities.

(4) Monitoring overall agency progress in meeting DEIA goals.

E. Managers and supervisors are responsible for:

(1) Establishing and communicating clear workforce plans that inform the Department in developing and promoting plans to recruit, retain, reassign, and develop the talent needed to meet the forecasted workforce size and types and levels of expertise required to achieve mission goals.

(2) Being fully engaged in workforce planning to identify key positions and associated competencies, develop employees, assess the results of employee development, and evaluate the workforce planning program.

(3) Partnering with HR and DEIA Professionals (which may include D&I Strategists, Diversity Recruitment Professionals, and/or other identified DEIA Professionals) to execute the comprehensive Bureau/Office workforce plan.

(4) Reviewing and approving workforce plans when updated to validate whether the projections are still applicable and in the best interest of the agency.

(5) Monitoring agency progress in meeting DEIA goals.

F. Department Office of Human Capital is responsible for:

(1) Advising DOI Bureaus/Offices on their workforce planning efforts to ensure compliance with OPM and other regulatory requirements.

(2) Collaborating with Bureaus/Offices on the development of workforce plans.

(3) Reviewing workforce plans to ensure compliance with regulatory requirements and incorporated DEIA strategies.

(4) Collaborating with the Office of Diversity, Inclusion and Civil Rights to ensure DEIA is a part of the workforce planning process.

(5) Monitoring agency progress in meeting DEIA goals.

G. Office of Diversity, Inclusion and Civil Rights is responsible for:

(1) Developing diversity, equity, inclusion and accessibility policy, procedure, and training that will assist the Department, Bureaus and Offices integrate DEIA into the

workforce planning process.

(2) Coordinating the development of DEIA goals in alignment with workforce needs as identified by workforce plans.

(3) Monitoring overall agency progress in meeting DEIA goals.

7. Inquiries. For further information concerning this policy, please contact Melanie Navarro at melanie_navarro@ios.doi.gov in the Office of Human Capital.

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Appendix

Office of Human Capital
Strategic Human Capital Planning and Evaluations
Guidance for Developing a Workforce Plan

This template serves as guidance for developing your workforce plan. Separate standard operating procedures will be developed for conducting workforce planning.

1. Strategic Direction

- short-term / current goals (1-2 years)
- long-term / future goals (3-5 years)
- ideal workforce to achieve short-term (current state) and long-term (future state) goals
- internal drivers (DEIA, technology, equipment, strategic goals, budget estimates, etc.)
- external drivers (Departmental and/or Administrative initiatives, E.O., legislative and regulatory changes, economic and environmental factors, customer demands)

2. Supply, Demand, Discrepancies

A. Supply

- Current budget and sources of funding for your organization
- Current workforce demographics
- Occupations in your organization
- Skills/expertise in your organization

B. Demand

- Historical data
- Occupations need to fulfill future workforce needs in the next 3-5 years
- Skills/expertise needed in your organization in the next 3-5 years

C. Discrepancies

- Gaps in occupations and skills/expertise

3. Develop Action Plan

Describe the strategies, i.e., recruitment, retention, that will be used to address the gaps identified.

4.	Implement	Action	Plan

Describe who, what, when, and how strategies will be implemented to include action steps, milestones, and resources needed.

5. Monitor, Evaluate, Revise

Describe how and when progress will be monitored.

6.	Risk	Enterprise	Management
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Provide information on outcomes to anticipate if the “future state” of the workforce is not achieved; i.e., such as reduction in services, inability to achieve short or long term goals as well as lacking capacity to support overarching mission of the Department.