

To: Amy Holley[amy_holley@ios.doi.gov]
From: Glomb, Steve
Sent: 2017-02-10T10:05:32-05:00
Importance: Normal
Subject: Fwd: new Invasive Species policy note
Received: 2017-02-10T10:05:40-05:00
[524 DM Chapter 1 Invasive Species Policy.pdf](#)

Amy -

Do you know where the new leadership team is on reviewing the various guidance/policy documents dated between the election and the inauguration? PPA wants to let folks know about the recent DM changes on invasive species. He's drafted an email note below. If it's ok to send out, should it come from you as Acting AS/PMB or from PPA?

Thanks,
Steve

202-208-4863
steve_glomb@ios.doi.gov

----- Forwarded message -----

From: Clement, Joel <joel_clement@ios.doi.gov>
Date: Thu, Feb 9, 2017 at 3:50 PM
Subject: new Invasive Species policy note
To: Steve Glomb <Steve_Glomb@ios.doi.gov>

Steve could you run this by Amy to see if either PMB or PPA can go ahead and distribute the note below? This was a non-controversial policy and the issue is supported by some of the incoming politicals, but I don't want to send it out without her ok. If it's going to AS hallways it would be better coming from PMB I think. Thanks!

The Department has issued a new Department Manual (DM) chapter, 524 DM 1: Invasive Species Policy, within the Environmental Quality Programs Series (31). It is available on the ELIPS website at <http://elips.doi.gov/elips/browse.aspx?dbid=0> and is attached here. Please share with appropriate staff to ensure awareness and implementation of this policy and related requirements.

Thank you to the DOI Invasive Species Task Force and members of the Departmental Manual Work Group who assisted in its development.

Please contact Joel Clement, Office of Policy Analysis, with any questions.

524 DM 1

This chapter establishes Department of the Interior (DOI) policy that directs bureaus/offices to

manage the risk of invasive species in their activities, and to minimize that risk where applicable and practicable. This includes preventing the introduction, establishment, and spread of invasive species and providing for eradication and control to minimize adverse impacts, such as impacts to the environment, human health, cultural resources, and the economy.

Department of the Interior Departmental Manual

Effective Date: 01/17/2017

Series: Environmental Quality Programs

Part 524: Invasive Species Management

Chapter 1: Invasive Species Policy

Originating Office: Office of Policy Analysis

524 DM

1.1 **Purpose.** This chapter establishes Department of the Interior (DOI) policy that directs bureaus/offices to manage the risk of invasive species in their activities, and to minimize that risk where applicable and practicable. This includes preventing the introduction, establishment, and spread of invasive species and providing for eradication and control to minimize adverse impacts, such as impacts to the environment, human health, cultural resources, and the economy.

1.2 **Scope.** The policy in this chapter applies to all bureaus/offices.

1.3 **Definitions.** Definitions are provided in the Appendix to this chapter.

1.4 **Authorities.** The policy in this chapter is consistent with Federal laws and other authorities, including but not limited to the following:

A. Executive Order 13112, *Invasive Species*, issued February 3, 1999; revised as Executive Order 13751, *Safeguarding the Nation from the Impacts of Invasive Species*, issued December 5, 2016.

B. Plant Protection Act of 2000, 7 U.S.C. 7701 *et seq.* (supersedes all but Sections 1 and 15 of the Federal Noxious Weed Act of 1974).

C. Sections 1 and 15 of the Federal Noxious Weed Act of 1974, 7 U.S.C. 2801 and 2814.

D. Noxious Weed Control and Eradication Act of 2004, 7 U.S.C. 7781-7786.

E. Federal Insecticide, Fungicide, and Rodenticide Act (FIFRA), 7 U.S.C. 136 *et seq.*

F. Nonindigenous Aquatic Nuisance Prevention and Control Act (NANPCA) of 1990, as reauthorized and amended by the National Invasive Species Act (NISA) of 1996, 16 U.S.C. 4701 *et seq.*

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- G. Endangered Species Act of 1973, 16 U.S.C. 1531 *et seq.*
- H. Migratory Bird Treaty Act, 16 U.S.C. 703 *et seq.*
- I. Bald and Golden Eagle Protection Act, 16 U.S.C. 668-688d.
- J. National Environmental Policy Act of 1969, 42 U.S.C. 4321-4370f.
- K. National Historic Preservation Act of 1966, 54 U.S.C. 300101 *et seq.*
- L. Clean Water Act, 33 U.S.C. 1251 *et seq.*
- M. Surface Mining Control and Reclamation Act of 1997, 30 U.S.C. 1201 *et seq.*
- N. Lacey Act, 18 U.S.C. 42 and 16 U.S.C. 3371-3378.
- O. Alien Species Prevention Enforcement Act of 1992, 39 U.S.C. 3015 & note.
- P. Federal Land Policy and Management Act of 1976, 43 U.S.C 1701 *et seq.*
- Q. Public Rangelands Improvement Act of 1978, 43 U.S.C 1901 *et seq.*
- R. Carlson-Foley Act of 1968, 43 U.S.C 1241 *et seq.*
- S. National Park Service Organic Act, 7 U.S.C 136 *et seq.*
- T. National Wildlife Refuge System Administration Act of 1966, 16 U.S.C. 668dd-668ee.
- U. American Indian Agricultural Resource Management Act of 1993, as amended, 25 U.S.C. 3701 *et seq.*

1.5 **Policy.** It is the policy of DOI to prevent the introduction, establishment, and spread of invasive species, as well as to eradicate and control populations of invasive species that are established. This includes complying with the principles and objectives provided in this chapter, where applicable.

1.6 **Principles.** Bureaus/offices must comply with the following principles:

A. Science-Based Decisionmaking. Use relevant or best available science to inform and influence understanding of invasive species and their impacts and to inform and influence decisionmaking and management actions.

B. Planning. Use the principles and objectives in this policy to inform the content of management plans and programmatic documents. When planning projects or activities, consider invasive species risks and provide for alternatives or mitigation measures, to the extent practicable,

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to minimize or eliminate risks associated with the introduction, establishment, and spread of invasive species.

C. Integrated Pest Management. Apply integrated pest management (IPM) principles in a manner that reduces risks to human health and the environment from invasive species and associated management activities. The DOI IPM Policy is located in 517 DM 1.

D. Best Management Practices. In all activities, use best management practices to minimize risks associated with invasive species. Activities include but are not limited to natural resources management, construction or development, fire management, and monitoring.

E. Performance Metrics. Develop specific, measurable, achievable, results-oriented, and time-fixed objectives that specify performance metrics for invasive species management. Provide a means to assess and report on whether those actions are achieving their desired results.

F. Adaptive Management. Use adaptive management, as appropriate, to improve invasive species management and policies. The DOI Adaptive Management Implementation Policy is located in 522 DM 1.

G. Landscape-Level Approach. Use a landscape-level approach, whenever possible, to achieve resource management goals at multiple spatial scales. Implement through collaborative and multi-jurisdictional mechanisms.

H. Ecosystem-Based Management. Use a systems approach that emphasizes the importance of maintaining ecological processes as a means to either restore or recover ecological communities previously invaded or to maintain the resilience of relatively intact communities to invasion.

I. Disasters, including Wildland Fires. Address invasive species risks related to disasters, including wildland fires, to minimize invasive species introduction, establishment, spread, and future impacts to affected areas.

J. Climate Change Adaptation. Consider the role of climate change as it directly and indirectly facilitates the introduction, establishment, and spread of invasive species. Management of invasive species (*e.g.*, prevention, eradication, and control) can be a critical component of efforts to enhance the resilience of natural areas to other climate-related stressors.

K. Information Management. Facilitate and support invasive species data collection, management, integration, and dissemination to enable broad use of information for management decisions.

L. Organizational Collaboration. Coordinate and cooperate within DOI and with other Federal agencies; interagency bodies; and other entities, such as tribal, state, local, and territorial governments, Alaska Native Corporations, Native Hawaiians, academic institutions, industries, landowners, local invasive species cooperatives, and other organizations on invasive species

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management activities. Leverage operational resources across these groups to manage invasive species effectively and efficiently, including prevention, eradication, and control.

M. Precautionary Approach. When moving or introducing a non-native species for purposes, including but not limited to recreational activities (*e.g.*, hunting and fishing) or biological control, that species should not be moved or introduced to habitats outside its native range in the absence of scientific information that indicates that the species is unlikely to spread beyond what is intended or to become invasive.

1.7 **Objectives**. Consistent with applicable authorities and regulations, bureaus/offices will meet the following objectives to the extent practicable and permitted by law:

A. Prevent the introduction of invasive species. Minimize the risks of invasive species introduction, establishment, and spread associated with bureau/office activities, projects, and people, including bureau/office employees; entities working for, with, or on the behalf of bureaus/offices; and, visitors to DOI-managed lands, waters, and facilities.

(1) Use risk management tools, such as Hazard Analysis and Critical Control Point (HACCP), and other risk-reduction methods to minimize the introduction of invasive species. Provide training and support in the use of the tools.

(2) Manage pathways of introductions of invasive species into and within the United States using both regulatory and non-regulatory approaches, including but not limited to the following pathways:

(a) Vehicles (motorized and non-motorized, such as cars, trucks, off-road vehicles, watercraft, aircraft, drones, and bicycles). Clean and decontaminate vehicles, appropriate to site conditions, to prevent the introduction and spread of invasive species to or from DOI-managed lands and waters.

(b) Materials. To the extent possible, ensure that all materials used within DOI-managed lands and waters are free of invasive species, including such reproductive and propagative materials as seeds, roots, stems, flowers, leaves, larva, eggs, veligers, spores, and pathogens. Materials include plants, wood, plant products, firewood and other wood products, water, soil, rocks, sand, gravel, mulch, grain, hay, straw, and other related substances.

(c) Employees. Clean and decontaminate clothing and equipment, appropriate to site conditions, to prevent the introduction and spread of invasive species. Best practices should include starting field work at the least infested site and finishing at the most infested site, and inspecting and decontaminating equipment and clothing between sites and after field work.

(d) Grazing Livestock. Use relevant or best available science for livestock grazing management practices on DOI-managed lands, including practices to reduce the probability of invasive species introductions, manage invasive species populations, and maintain and enhance habitat to avoid further encroachment of invasive species. Incorporate those

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guidelines and measures into permitting documents.

(e) **Transportation and Organisms in Trade.** As applicable, strengthen and support the development of risk-based standards, guidelines, and methods to better understand invasive species and to assess the risk of invasive organisms moved nationally and globally as a result of human activity or action, such as pet, aquaculture, bait, biological supply, research, and ornamental display trades.

(3) Encourage the use of native species for landscaping at facilities and as part of habitat restoration projects. In this context, native species are those genotypes that are locally adapted to the specific regions, habitats, and species communities under consideration.

(4) Include best management practices for prevention in contracts and agreements with entities working for, with, or on the behalf of bureaus/offices. For example, where determined to be appropriate, use clauses requiring contractors or permittees to clean and decontaminate vehicles and equipment, appropriate to site conditions, prior to entering and when exiting DOI-managed lands, waters, and facilities.

B. Detect and respond rapidly to invasive species in a cost-effective and environmentally sound manner.

(1) Survey susceptible areas of DOI-managed lands and waters to detect invasive species and implement timely actions to eradicate them, if feasible, before they establish and spread.

(2) Coordinate detection and response activities in bureaus/offices and with external partners to achieve an effective early detection and rapid response approach across DOI-managed lands and waters. This includes coordination in emergency response situations, such as after disasters, including wildland fires, that may require emergency invasive species management actions, such as prevention, eradication, control, or monitoring efforts. Identify bureau/office contacts at agency and sub-agency levels to serve as contacts for early detection notifications and rapid response activities to help facilitate coordinated action with states, tribes, territories, and other entities, as appropriate.

C. Control invasive species in a cost-effective and environmentally sound manner.

(1) Prioritize the control of invasive species within DOI-managed lands and waters using site-based and species-based risk assessments. Assessments should consider resource management objectives; invasive species impacts; the costs and benefits of controlling an established species with respect to harm to the environment, public health, cultural resources, and the economy; the probability of successful control; and resource availability, including fiscal and human capital.

(2) Control invasive species within DOI-managed lands and waters when feasible. Use integrated pest management and an adaptive- and ecosystem-based management approach.

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D. Monitor invasive species. Monitor existing invasive species populations, as appropriate, and effectiveness of eradication and control measures within DOI-managed lands and waters. Monitoring can be accomplished by bureau/office employees, contractors, partner organizations, citizen scientists, etc.

E. Provide for restoration of native species and habitat conditions in ecosystems that have been invaded. Where necessary, and feasible, implement restoration activities following invasive species eradication or control measures to prevent or reduce the likelihood of the reoccurrence or spread of aquatic or terrestrial invasive species.

F. Conduct research on invasive species, including developing technologies to prevent introduction and provide environmentally sound control. Foster development, application, and coordination of research on invasive species management. Identify, prioritize, and pursue shared invasive species research needs among bureaus/offices.

G. Promote education about invasive species and the means to address them.

(1) Inform and educate bureau/office employees, partners, and visitors to DOI-managed lands, waters, and facilities about the risks associated with invasive species and about pertinent Federal and other applicable laws.

(2) Coordinate with bureaus/offices and with states, tribes, territories, and other organizations to adopt and promote standard messaging, and link to existing public education efforts as appropriate (*e.g.*, “Stop Aquatic Hitchhikers!” and “Play, Clean, Go: Stop Invasive Species in Their Tracks”) to maximize recognition. Develop outreach programs and materials that foster a sense of stewardship among employees, visitors, and the general public.

1.8 Responsibilities.

A. Assistant Secretary – Policy, Management and Budget oversees DOI’s compliance with this policy and serves as the Executive Sponsor of the DOI Invasive Species Task Force.

B. Program Assistant Secretaries oversee implementation of this policy in their respective bureaus/offices.

C. Heads of Bureaus/Offices ensure compliance with this policy, as appropriate, and:

(1) Issue and update policy and guidance to address invasive species and guide management actions, including prevention, early detection and rapid response, control, and related activities as they relate to bureau/office specific missions and authorities, consistent with this policy.

(2) Ensure planning processes consider invasive species risks, to the extent practicable, and, where necessary, provide for alternatives or mitigation measures to minimize or eliminate risks associated with the introduction, establishment, and spread of invasive species.

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(3) Work with program managers to ensure that persons conducting invasive species management activities, including employees, contractors, financial assistance recipients, cooperators, and volunteers, have the relevant experience and training in IPM, best management practices and pesticide use safety (DOI's policy on Pesticide Use Safety Training is located in 517 DM 1).

(4) Designate a representative and an alternate to serve on the DOI Invasive Species Task Force (Task Force).

D. Director, Office of Policy Analysis provides management oversight and support staff (DOI Invasive Species Coordinator).

E. DOI Invasive Species Coordinator coordinates implementation of this policy; conducts reviews and updates the policy as needed; facilitates implementation of DOI invasive species action plans; and coordinates DOI's Invasive Species Task Force.

F. Task Force Representative and Alternate.

(1) Represent their bureau/office and coordinate with appropriate employees within their bureau/office on the progress and activities of the Task Force.

(2) Participate in meetings convened by the Invasive Species Coordinator and contribute toward the goals and successes of the Task Force through active involvement and commitment to the strategies, actions, and tasks that are generated and agreed to.

G. Director, Office of Acquisition and Property Management and Bureau/Office Heads of Contracting Activity ensure that:

(1) Where appropriate, contracts and agreements with entities working for and on the behalf of bureaus/offices include standards to prevent the introduction, establishment, and spread of invasive species.

(2) Contracting Officers work with Program Managers to ensure that contractors performing work on DOI-managed lands, waters, and facilities are informed of risks associated with invasive species, as well as pertinent Federal and other applicable laws.

1.9 **DOI Invasive Species Task Force (Task Force).**

A. Purpose. The purpose of the Task Force is to improve communication and coordination on invasive species issues.

B. Membership. The Task Force is coordinated by DOI's Invasive Species Coordinator and includes representatives from bureaus/offices. The following bureaus/offices have representatives and alternates on the Task Force: Bureau of Indian Affairs, Bureau of Land Management, Bureau of Ocean and Energy Management, Bureau of Reclamation, U.S. Fish and Wildlife Service, U.S. Geological Survey, National Park Service, Office of Insular Affairs, Office

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of International Affairs, and Office of Surface Mining Reclamation and Enforcement. Heads of other bureaus/offices are encouraged, but not required, to designate a representative to the Task Force.

C. Responsibilities. The Task Force is responsible for:

(1) Developing, updating, and guiding implementation of DOI action plans that increase attention to invasive species and take a strategic, coordinated approach to management efforts; and, providing information on multi-year strategies and operations plans, as needed.

(2) Working collaboratively across bureaus/offices to develop, use, and institutionalize policies and practices to implement this policy, including efforts to conduct periodic reviews of the execution of invasive species activities to confirm consistency with the policy.

(3) Improving alignment of invasive species programs and providing regular briefings for DOI's senior leadership.

(4) Serving as a forum for disseminating information, communicating priorities, and informing Department-wide responses on invasive species issues.

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Appendix

Definitions

- A. Adaptive Management. A decision process that promotes flexible decision making that can be adjusted in the face of uncertainties as outcomes from management actions and other events become better understood. (Adapted from 522 DM 1)
- B. Best Management Practices. Methods or techniques found to be the most effective and practical means of achieving an objective while optimizing resources.
- C. Control. Containing, suppressing, or reducing populations of invasive species.
- D. Cultural Resources. Any prehistoric and historic districts, archaeological sites, buildings, structures, objects, cultural landscapes, sacred sites, and traditional cultural properties that are in, or eligible for, inclusion on the National Register of Historic Places; also, plant and animal species and populations traditionally used by individuals and communities to provide medicine, food, shelter, clothing, and other material culture, as well as landscapes that support these plant and animal species, and the human activities that reinforce cultural identity and religious expression.
- E. DOI-Managed Lands and Waters. Lands and waters that are under the jurisdiction of DOI, excluding tribal lands.
- F. Ecosystem. A community of living organisms in conjunction with the nonliving components of their environment (air, water, and soil), interacting as a system. These biotic and abiotic components are linked together through nutrient cycles and energy flows.
- G. Ecosystem-Based Management. An environmental management approach that recognizes the full array of interactions within an ecosystem, including humans, rather than considering single issues, species, or ecosystem services in isolation.
- H. Eradication. Removal or destruction of an entire population of invasive species.
- I. Hazard Analysis and Critical Control Point (HACCP). A management planning tool that provides a structured method to identify risks associated with natural resource pathway activities. It involves understanding pathways and developing plans to reduce non-target species and prevent biological contamination to avoid unintended spread of species. For example, see 750 FW 1 “Managing Invasive Species Pathways.”
- J. Integrated Pest Management. A sustainable approach to managing pests that uses biological, cultural, physical, and chemical tools in a way that minimizes health, environmental, and economic risks. It is a science-based, decision making process that incorporates management goals, consensus building, pest biology, monitoring, environmental factors, and selection of the best available technology to achieve desired outcomes while minimizing effects to non-target species and the environment and preventing unacceptable levels of pest damage.

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K. Introduction. As a result of human activity, the intentional or unintentional escape, release, dissemination, or placement of a species into an ecosystem.

L. Invasive Species. With regard to a particular ecosystem, a non-native species whose introduction causes or is likely to cause economic or environmental harm or harm to human, animal, or plant health. Invasive species include plants, animals, pathogens, and other organisms in terrestrial and aquatic habitats.

M. Landscape-Level Approach. A set of principles that guides resource management decisions at multiple spatial scales, typically when diverse stakeholders seek multiple social, environmental, and economic goals.

N. Management. Activities including but not limited to planning (identification and inventory, prioritization, establishing action thresholds), monitoring, prevention, early detection, rapid response, eradication, control, restoration, research, and regulatory approaches used to minimize the threat of invasive species.

O. Native Species. With respect to a particular ecosystem, a species that, other than as a result of an introduction, historically occurred or currently occurs in that ecosystem.

P. Non-Native Species (also Alien Species). With respect to a particular ecosystem, any species, including its seeds, eggs, spores, or other biological material capable of propagating that species, that occurs outside of its natural range.

Q. Non-Regulatory Approach. Activity other than direct regulation of the private sector, such as cooperative efforts (such as government and industry working together to educate the public on environmentally responsible options to surrender unwanted pets), technical assistance (such as providing technical assistance to import industries for low-risk alternative methods and species), or Federal procurement (such as requiring contractors to use best practices to prevent the introduction, establishment, and spread of invasive species).

R. Prevention. The action of stopping invasive species from being introduced or spreading into a new ecosystem.

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To: Glomb, Steve[steve_glomb@ios.doi.gov]
From: Holley, Amy
Sent: 2017-02-10T10:41:08-05:00
Importance: Normal
Subject: Re: new Invasive Species policy note
Received: 2017-02-10T10:41:34-05:00

I don't think they have had the chance to review. Not sure they would have a problem with this, but if they could hold off until next week just to be sure?

On Fri, Feb 10, 2017 at 10:05 AM, Glomb, Steve <steve_glomb@ios.doi.gov> wrote:

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To: James Cason[james_cason@ios.doi.gov]
From: Bowman, Randal
Sent: 2017-02-10T17:37:30-05:00
Importance: Normal
Subject: Tribal/BIA projects
Received: 2017-02-10T17:37:38-05:00
[PPA memo Cason 2 3 17.docx](#)
[RESUME 2016.doc](#)

Here is the memo that is on its way to you through channels (in case it hasn't arrived) with a high-level view of what Policy Analysis is working on, including Tribal-related issues, and the office's capacities to address new projects, along with my resume.

The more detailed, completely informal list of BIA-related projects is apparently lost in email-land, and I'll ask for it to be re-sent on Monday, as the lead person for those issues told me she had sent it as she was leaving 20 minutes ago, but it hasn't arrived.

RANDAL R. BOWMAN

(b)(6)

Phone: 202-219-1037

Home: (b)(6)

EMPLOYMENT

Senior Policy Advisor, DOI Office of Policy Analysis – 06/2009 to present. Staff Interagency Working Group on Coordination of Domestic Energy Permitting and Development in Alaska, including leading staff calls and arranging principals meetings. Lead internal DOI Arctic coordination group. Plus 2 for DOI on Arctic Executive Steering Committee and help staff AESC working group on Alaska Native Village relocation. 1 of 4-person interagency team that compiled National Strategy for Arctic Region accomplishment report for 2015 and updated NSAR Implementation Plan for 2016. DOI representative to National Security Staff Arctic sub-IPC, and tracked DOI progress on NSAR IP actions, 2012-14. 1 of 2 support staff for Integrated Arctic Management Report to the President 2012-13 and drafted portions of the report. Worked primarily on ocean policy issues 2009- 2013, reviewing all DOI comments on various iterations of the National Ocean Policy Implementation Plan prior to transmission to CEQ, and originating over 60% of transmitted comments. Coordinated National Coastal and Marine Planning Workshop at DOI. Served as DOI Coordinating Board member and/or lead staff person, Committee on Marine Transportation System 2007-13.

Assistant Secretary for Fish and Wildlife and Parks –Special Assistant 2002-06; Senior Policy Advisor 2007-09. DOI career staff lead on making Papahānaumokuākea Marine National Monument operational, including 6-week detail to Hawaii to resolve interagency disagreements on development of Management Plan. Career lead in process for new Marine National Monuments in 2007-8, with extensive coordination and policy interaction with the Deputy Secretary, CEQ Chair and NOAA. DOI staff lead on Marine Protected Areas, coordinating with NOAA and within DOI; DOI ex officio member of MPA advisory committee. Co-chaired the U.S. Coral Reef Task Force’s Steering Committee, staffed the DOI co-chair of the Task Force, arranged Task Force meetings in D.C. and field (Hawaii, Florida and territories - attendance 300-500) and coordinated DOI bureau coral reef efforts through 2010. Led DOI effort to reopen Midway Atoll NWR and its airfield 2002-04, including negotiating agreement with FAA for them to assume most airfield costs. Reviewed majority of Endangered Species Act and other Fish and Wildlife Service documents prior to transmittal to A/S 2003-06; staffed A/S for most Congressional testimony; arranged various special events for A/S.

U.S. Fish and Wildlife Service, Office of Congressional and Legislative Affairs - 8/85 to 4/2002. Worked directly with policy-level officials, Members of Congress and staff to explain agency programs, and the development, interagency review and clearance of legislation and testimony. Primary focus was National Wildlife Refuge System and land acquisition, also ESA and Federal Aid.

Prior Work – Legislative Assistant for Reps. Poff, Butler, Parris (R-Va) and Sen. Hawkins (R-FL) 1969-77 and 83-85. Lobbyist National Rifle Association 1978-80 and Wildlife Legislative Fund 1981-82.

EDUCATION

B.A., International Relations, American University, 1971
Graduated Findlay High School, Findlay, Ohio, 1967

INFORMATION MEMORANDUM FOR THE ACTING DEPUTY SECRETARY

DATE: February 3, 2017
FROM: Joel Clement, Director, Office of Policy Analysis
THROUGH: Steve Glomb, Acting DAS-PIA
SUBJECT: Office of Policy Analysis Profile and Capacity

The **Office of Policy Analysis** (PPA) has the experience, skills, and objectivity to help decision makers identify policy issues, conduct economic analysis, evaluate policy options, and develop and launch feasible, cost-effective solutions that cut across bureau and agency jurisdictions. While some of the PPA workload is driven by bureau needs across DOI, the office also provides capacity to meet the needs of the Office of the Secretary (OS). **This memorandum provides a brief description of the current areas of focus for PPA and a summary of available capacity for emerging priorities.**

PPA PORTFOLIO

Located within PMB, PPA provides economic and program analysis for OS and the bureaus, coordinates cross-bureau activities and initiatives, assists bureaus with analysis, and serves as an honest broker when policy or mission conflicts arise between bureaus or offices. PPA is currently staffed by 22 FTE's (one vacant) who are supported by details, fellows, and interns. In recent years the office has evolved into a coherent team of highly motivated and talented individuals and several program areas have been added to the PPA portfolio, including invasive species and oceans coordination roles. We have also acquired a strong reputation for conducting balanced and thoughtful program evaluations as requested. Historically, the office's portfolio has varied as OS leadership and DOI bureaus request support and analysis within a variety of timeframes, but the following issue areas represent our core work:

Invasive Species. PPA houses the DOI Invasive Species Coordinator, who is responsible for managing DOI's Invasive Species Task Force, implementing the National Framework for Early Detection and Rapid Response, and serving as the Department's liaison to the National Invasive Species Council Secretariat, an interagency body that is housed at DOI. The PPA economic team provides analysis and support for this function. The coordinator FTE is funded by the bureaus through the Working Capital Fund. Two part-time FTE's are providing economic analysis.

Oceans, Great Lakes, and Coastal. PPA is home to the Oceans, Great Lakes, and Coastal staff, a team working to coordinate the many activities and initiatives of the bureaus through the Senior Ocean Policy Team as they relate to the marine and coastal environments as well as the Great Lakes. They also provide the executive secretariat for the Coral Reef Task Force. This team consists of two full-time and two part-time FTE's, one part-time detail from USGS, and a Knauss Fellow. This function is partially supported by the bureaus via the Working Capital Fund.

Indian Affairs. PPA is providing data and analysis to improve the programs that support services and economic development to tribes and tribal organizations. Improved data and analytical capabilities enable tribal programs to deliver services more effectively and efficiently

and are a key to understanding the economic impacts of BIA and other federal programs on American Indian and Alaska Native (AIAN) communities. Examples of PPA's Tribal efforts include: Working with BIA and the Census Bureau to improve the quality of, and access to, AIAN data to support decision making (Federal Data Inventory released in 2016); undertaking evaluations of key programs that serve Native Americans; providing economic analysis to the Secretary's Indian Water Rights Office to support federal negotiations and settlements; providing economic analysis on cultural resource damage assessment to support federal litigation and settlements; and developing a more transparent and reproducible methodology needed for BIA's Bi-Annual Indian Labor Force Report to Congress. One full-time and four part-time FTE's work on these issues.

Arctic. DOI is an Arctic agency, managing 62% of all lands in the US Arctic. The region represents over 20% of the land DOI manages nationwide. For this reason DOI plays a lead role in both domestic and international issues as they relate to managing resources in the Arctic. PPA staff helps coordinate the interagency Arctic activities of the Department and bureaus. Recent areas of focus include invasive species, energy permitting, vulnerable Alaska Native villages, and the work of the Arctic Council (see attachment). Two full-time and two part-time FTE's are focused on Arctic issues, with other staff contributing as needed.

Economic Analysis. A substantial part of PPA's work involves analysis of the economic effects of natural resource policies and the relationship between the economy, environment, natural resource use, regulations, and management – especially on issues that cross bureau lines of responsibility. PPA economists develop, analyze, and evaluate options that make use of economic and other incentives to improve the efficiency and effectiveness of Interior policies, regulations, and programs. PPA also provides technical assistance to the Department and bureaus conducting economic and policy analysis in pursuit of their strategic plans. Current projects include the annual DOI Economic Contributions report; economic impacts of the Land Buy Back program; providing information on energy production from Federal lands; habitat conservation banking; mineral royalty issues; review of Reclamation voluntary water transfer policies; natural resource damage assessments; hydropower relicensing; reviewing regulatory impact analyses; benefit-cost analysis of projects or activities; and recreation fees. DOI's Chief Economist is located within PPA. PPA has 7 economists (one vacancy) focused on the work identified above.

Resilience and Climate Adaptation. PPA coordinates a wide range of activities associated with building the resilience of DOI operations, natural resources, and tribal resources in the face of rapid change. The goal of this work is to reduce redundancies and leverage existing efforts to help bureaus and partners manage their climate-related risks and opportunities. During the previous administration this office helped coordinate the agency's required response to various White House orders and measures, although now our focus is limited largely to helping to build tribal capacity and resilience in the face of change. Two FTEs are dedicated to the wide range of resilience issues, with a focus on tribal resilience. This work is partially funded by BIA.

Landscape-level Mitigation. PPA coordinates DOI's efforts to address management issues at multiple scales. With a focus on good governance, these efforts reflect a series of building blocks begun during the early Bush Administration to consider appropriate scales and improve

management and outcomes for both development and environmental goals. Most recently, these efforts have focused on the mitigation hierarchy, which provides a mechanism to avoid and minimize the adverse impacts of projects, streamline permitting processes, and use compensatory mitigation offsets more strategically to achieve more durable outcomes. Two part-time FTE's are currently working on these efforts.

Outreach. PPA conducts two ongoing outreach efforts – the monthly Policy Seminar Series and the NEWSWAVE newsletter. Hundreds of people each month now tune in to the seminar and earn professional training credit for doing so, while the award-winning NEWSWAVE showcases the Department's diverse stewardship roles for our nation's ocean, coastal, and Great Lakes resources, and is distributed online to over 5,000 subscribers. Two part-time FTE's manage these outreach efforts.

Technology Transfer and Prize Challenges. PPA serves as the agency point of contact for technology transfer issues. We coordinate a bureau working group to accelerate technology transfer at DOI to commercialize the research and innovation that takes place here. PPA also coordinates efforts to develop and improve innovative drivers such as prize challenges. One part-time FTE is dedicated to this work.

PPA CAPACITY

As described above, PPA has a broad portfolio that includes many cross-cutting policy issues. We have over 40 projects underway at this time. These projects are a mix of long, medium, and short-term efforts. Some projects are required reporting, such as the Triennial Recreation Fee Reports to Congress, Technology Transfer Activities Report to the Office of Management and Budget (OMB) and The National Institute of Standards and Technology (NIST), and the American Indian Population and Labor Force Report. The office also produces energy statistical reports and issue briefing papers for the Office of Budget, and many other documents at the request of DOI bureaus or other partners such as the Office of Restoration and Damage Assessment. PPA's Economic Contributions Report serves multiple federal and state stakeholders and is referenced in multiple other documents, including the annual budget submission.

As we enter 2017 there is an opportunity, and an expectation, to re-purpose some of this capacity to accommodate new priorities and initiatives of the incoming administration. While there is a portion of our capacity that is responsible for required and ongoing efforts, we are accustomed to over-the-transom assignments and can pivot as needed to new areas of effort appropriate to our role in the Department. If the area of effort does not match our skills or, more likely, our network of relationships and influence, we can identify the most appropriate alternative to PPA. We have the experience and skills to help conceive, analyze, and launch policy solutions and, when necessary, help coordinate bureau efforts as a neutral broker. We also coordinate across the other agencies of the executive branch as necessary, as well as our international partners in the context of the Arctic Council.

For more information contact Joel Clement, PPA Director, at joel_clement@ios.doi.gov

To: Olivia Ferriter[Olivia_Ferriter@ios.doi.gov]
From: Holley, Amy
Sent: 2017-02-24T12:04:29-05:00
Importance: Normal
Subject: Fwd: Please fact check this briefing paper for me
Received: 2017-02-24T12:04:56-05:00
[Invasive species of mussels CLEAN.docx](#)
[Invasive species of mussels REDLINE.docx](#)

----- Forwarded message -----

From: **Glomb, Steve** <steve_glomb@ios.doi.gov>
Date: Thu, Feb 23, 2017 at 6:07 PM
Subject: Fwd: Please fact check this briefing paper for me
To: Amy Holley <amy_holley@ios.doi.gov>
Cc: Joel Clement <joel_clement@ios.doi.gov>, "Smith, Hilary" <hilary_smith@ios.doi.gov>

Amy -

FYI - here's a paper that Scott Cameron asked Hilary Smith on Joel's staff to review and edit. I took a quick look and think it's fine for Hilary/Joel to send this back to Scott who wanted it by COB today if possible. I don't know that it has to go back to Scott from you, but want to make sure you're aware of requests/assignments coming to your staff from political leadership in other AS corridors. Please let me know there's another preferred way you want us to respond to such requests/assignments in the future.

Thanks,
Steve

----- Forwarded message -----

From: **Clement, Joel** <joel_clement@ios.doi.gov>
Date: Thu, Feb 23, 2017 at 5:42 PM
Subject: Fwd: Please fact check this briefing paper for me
To: Steve Glomb <Steve_Glomb@ios.doi.gov>, Hilary Smith <hilary_smith@ios.doi.gov>

Steve - see below for a direct ask from Scott Cameron to Hilary Smith on my staff (along with an individual that works for an interagency body). The attached documents represent everybody's combined comments. Could you move this on up to Amy for transmittal to ASWS? I hate to be so non-responsive to Scott on this, he clearly just wanted some quick comments from Hilary by COB, but it's a bit of a protocol issue. If Amy has a suggested workaround we're all ears, but for now we'll just continue to send things up through you. FYI there are several briefings and docs related to invasive species, being led by ASWS, that include Hilary.
Thanks!

Joel

Joel Clement - Director, Office of Policy Analysis, U.S. Department of the Interior 202.208.3295

----- Forwarded message -----

From: **Smith, Hilary** <hilary_smith@ios.doi.gov>

Date: Thu, Feb 23, 2017 at 5:09 PM
Subject: Fwd: Please fact check this briefing paper for me
To: Joel Clement <joel_clement@ios.doi.gov>
Cc: Benjamin Simon <benjamin_simon@ios.doi.gov>

Joel,

Here is a clean and redline version to share with Scott, Sarah and Stephen. I made one more edit to #6, editing word from "program" to "forum" with a note about intent of formality for this action.

----- Forwarded message -----

From: **Cameron, Scott** <scott_cameron@ios.doi.gov>
Date: Thu, Feb 23, 2017 at 11:19 AM
Subject: Please fact check this briefing paper for me
To: Hilary Smith <hilary_smith@ios.doi.gov>, Stephen Phillips <sphillips@psmf.org>
Cc: Sarah Ryker <sryker@usgs.gov>

Hi Stephen and Hilary,

Please give me your comments/edits on this draft paper I wrote by the end of the day, if possible.

Thanks,

Scott

Scott J. Cameron

Special Assistant

Office of the Secretary of the Interior

Desk 202 208 0969

Cell 202 706 9031

--

Hilary Smith
Invasive Species Coordinator
U.S. Department of the Interior
Office of Policy Analysis, 3522 MIB, MS-3530
1849 C Street, N.W.
Washington, DC 20240

Office: 202.208.4103
Cell: 202.763.3118
Fax: 202.208.4118
Hilary_Smith@ios.doi.gov

Invasive Mussels Threaten the Columbia River Basin

Background

Nationwide, invasive species of all types are estimated to cost the US economy \$120B annually (Pimentel 1999), threaten the health and welfare of Americans, and, at least in part, worsen the plight of about 42% of the species listed under the Endangered Species Act. Invasive species of mussels now threaten to cause significant damage to the economies and environments of the states in the Columbia River Basin – Montana, Wyoming, Idaho, Washington, Oregon, Utah, and Nevada. Zebra and quagga mussels are closely related species that are native to the Caspian Sea, and were accidentally introduced into the Great Lakes of North America through ballast water discharge from freighters in the 1980s. The mussels proved highly invasive in the Great Lakes, clogging power plant and public water intakes and pipes and dramatically changing the food web of the Great Lakes by feeding extensively on plant and animal plankton. The cost to industry and public utilities in the Great Lakes region of protecting their municipal and industrial water supplies from zebra/quagga mussels is estimated at \$500 million annually. In recent years, invasive mussels have been spreading outward from the Great Lakes attached to the hulls and in the bilge and ballast water of recreational boats being transported to other regions of the country. They made the leap west on trailered watercraft to Lake Mead in 2007. Since 2007, mussels have inundated the lower Colorado River from Lake Powell downstream to the river's terminus.

The Immediate Challenge

The Columbia River Basin is one of the few major watersheds in the US uninfested by invasive mussels. If infestation occurs in the Columbia Basin, and measures are not taken to mitigate the adverse impacts, they will foul the turbines of hydroelectric facilities, infest navigation locks, clog agricultural and municipal water supply systems, increase operating costs of industrial facilities with water intake or discharge pipes, strip the bottom out of the food chain of rivers and lakes that support valuable recreational and Indian tribal trust fisheries, and in the process potentially push more salmon runs and other fish onto the endangered species list. Idaho and Washington have estimated that the economic impacts from a full-fledged zebra/quagga mussel invasion to be about \$100 million in each state. Separate estimates are not currently available from Oregon, Wyoming, and Montana. However, a regional analysis (including Canadian provinces) estimated that the annual economic impact of a full infestation would be roughly \$500 million. About one-third of the estimated economic impact would be associated with mitigating mussels at dams.

In late 2016, larval forms of invasive mussels were detected in eastern Montana in Canyon Ferry and Tiber reservoirs, within striking distance of the Columbia Basin. While there is not yet clear evidence of an established infestation in those waterbodies, Montana's Governor Bullock declared a state invasive species emergency. A west-wide zebra/quagga mussel action plan was adopted in 2010 with the participation of numerous stakeholders to help guide prevention, containment, and control actions in western waterbodies, but the recent Montana detection has raised the stakes. The Montana legislature has dramatically increased funding in this area, and the Idaho and Washington legislatures and state agencies are also more heavily engaged on the issue since the Montana detections. While it is certainly important to protect the Basin's eastern flank in Montana, the Columbia Basin's greatest threat from the invasive mussels is actually from the south, from infected recreational boats being transported north from Lakes Mead, Havasu, and Powell, which became infested with quagga mussels in the past 10 years

Commented [DO12]: Wasn't able to verify reference but perhaps Scott has reference which informed this figure.

Could also use this: Quagga and zebra mussels have cost more in prevention and control than any other aquatic species to invade the United States, costing billions of dollars in prevention and control efforts since their arrival in the 1980s. (The costs of AIS to Great Lakes States) Anderson Economic Group LLC, 2012_

Commented [SP3]: I think you can keep this as is, but be aware that the Sacramento/San Joaquin/Bay Delta is uninfested (there is one headwater mostly unconnected reservoir (San Justo) and then the SE US is not infested ...but that is water quality related

Commented [DO14]: Reference: "Advancing a Regional Defense Against Dreissenids in the PNW"

Commented [SP5]: Thank you for saying this !

What is at stake for the federal government?

DOE's Bonneville Power Administration would likely need to raise electric rates to cover the cost of increased mussel-oriented maintenance at hydroelectric facilities, and the Army Corps of Engineers would bear most of the related operational burden. The Department of Commerce's National Marine Fisheries Service and DOI's USFWS would likely face the prospect, over the long-term, of more and more complicated Endangered Species Act regulatory activity if the mussels impact salmon runs in the Basin.

Commented [SP6]: Perhaps...currently USFWS is our lead federal agency...thinking on how to include NMFS here

Multiple Interior bureaus have equities at stake if invasive mussels impact the Columbia Basin. Reclamation's hydroelectric facilities and agricultural water users would be affected, BIA's tribal irrigators and trust fisheries would be affected, NPS's recreational reservoirs and native aquatic species would be impacted, and FWS capacity will be tested due to their direct statutory responsibility for enhancing fish and wildlife and their habitats and aquatic invasive species control, as well as their Endangered Species Act responsibilities for resident fish like bull trout that might be affected by the mussels.

Commented [SP7]: See above ...yes...USFWS lead in our CRB response planning and if an infestation was to occur they would be action a

What should Interior do?

DOI should take a multi-pronged approach, with an overall theme of supporting efforts by the affected states and tribes to protect their economies and environment. Specific actions include:

1. Be a good neighbor. NPS and BLM can boost mussel decontamination efforts of recreational boats at Lake Mead, Lake Powell, and Lake Havasu, the most significant sources of mussels that might enter the Columbia Basin. These decontamination efforts would be conducted in cooperation with the states of Arizona, California, Utah, and Nevada, to reduce the risks of mussels in those federal reservoirs being transported north to the Columbia Basin or other western waters.
2. Support prevention efforts in partnership with Columbia River Basin states and tribes by bolstering boat inspection stations, especially at federal waterbodies in those states, to reduce the odds that recreational boats inadvertently carrying invasive mussels end up introducing those mussels into previously uninfected waters.
3. Focus USGS and BOR research on effective detection tools and techniques and identifying those lakes and streams in the Columbia Basin that, due to their water chemistry and biological characteristics, would be the most vulnerable to invasive mussels. This would allow the states, tribes, and federal agencies to set priorities for monitoring and boat inspection activity.
4. Work with states and tribes to expand monitoring efforts and improve laboratory responsiveness so that potential mussel detections can be identified more rapidly and with greater certainty. This would allow affected states, tribes, and federal agencies to respond more quickly and effectively before new mussel infestations can become established.
5. Accelerate USGS and BOR research on biological and selective chemical controls for invasive mussels, to enable effective rapid response to new infestations.
6. Direct Reclamation to work with the Corps of Engineers to begin a technical assistance forum so these federal agencies can share their expertise and experience with states, tribes, public utilities, and other water users in the Columbia Basin. The dozens of dam and hydroelectric facility operators in the Columbia River Basin could benefit from learning about the engineering fixes for invasive mussels that have been helpful in other regions of the country (e.g. BOR's Hoover Dam).

Commented [SP9]: WE have a pretty good idea of highest risk waterbodies
<http://www.aquaticnuisance.org/wordpress/wp-content/uploads/2009/01/Final-TI-report-152-Prioritizing-zebra-and-quagga-mussel-monitoring-in-Columbia-River-Basin-April-30-2010.pdf>

Additional research to add to the 2010 document cited above could fine tune our monitoring efforts but it is not the highest priority

Commented [DOI10]: This is an area where USGS and BOR already have investments and may be able to offer additional capacity

Commented [SP12]: Yes! We need more support monitoring and labs

Commented [DOI13]: Moved here so that both detection actions were grouped. Also added BOR and removed reference to early detection.

Commented [SP14]: You have two items here control/eradication and Monitoringi'd remove monitoring as you mention it below

Commented [DOI15]: Suggested using term "forum" depending on how formal you would like this action to be.

Invasive Mussels Threaten the Columbia River Basin

Background

Nationwide, invasive species of all types are estimated to cost the US economy \$120B annually (Pimentel 1999), threaten the health and welfare of Americans, and, at least in part, worsen the plight of about 42% of the species listed under the Endangered Species Act. Invasive species of mussels now threaten to cause significant damage to the economies and environments of the states in the Columbia River Basin – Montana, Wyoming, Idaho, Washington, Oregon, Utah, and Nevada. Zebra and quagga mussels are closely related species that are native to the Caspian Sea, and were accidentally introduced into the Great Lakes of North America through ballast water discharge from freighters in the 1980s. The mussels proved highly invasive in the Great Lakes, clogging power plant and public water intakes and pipes and dramatically changing the food web of the Great Lakes by feeding extensively on plant and animal plankton. The cost to industry and public utilities in the Great Lakes region of protecting their municipal and industrial water supplies from zebra/quagga mussels is estimated at \$500 million annually. In recent years, invasive mussels have been spreading outward from the Great Lakes attached to the hulls and in the bilge and ballast water of recreational boats being transported to other regions of the country. They made the leap west on trailered watercraft to Lake Mead in 2007. Since 2007, mussels have inundated the lower Colorado River from Lake Powell downstream to the river's terminus.

The Immediate Challenge

The Columbia River Basin is one of the few major watersheds in the US uninfested by invasive mussels. If infestation occurs in the Columbia Basin, and measures are not taken to mitigate the adverse impacts, they will foul the turbines of hydroelectric facilities, infest navigation locks, clog agricultural and municipal water supply systems, increase operating costs of industrial facilities with water intake or discharge pipes, strip the bottom out of the food chain of rivers and lakes that support valuable recreational and Indian tribal trust fisheries, and in the process potentially push more salmon runs and other fish onto the endangered species list. Idaho and Washington have estimated that the economic impacts from a full-fledged zebra/quagga mussel invasion to be about \$100 million in each state. Separate estimates are not currently available from Oregon, Wyoming, and Montana. However, a regional analysis (including Canadian provinces) estimated that the annual economic impact of a full infestation would be roughly \$500 million. About one-third of the estimated economic impact would be associated with mitigating mussels at dams.

In late 2016, larval forms of invasive mussels were detected in eastern Montana in Canyon Ferry and Tiber reservoirs, within striking distance of the Columbia Basin. While there is not yet clear evidence of an established infestation in those waterbodies, Montana's Governor Bullock declared a state invasive species emergency. A west-wide zebra/quagga mussel action plan was adopted in 2010 with the participation of numerous stakeholders to help guide prevention, containment, and control actions in western waterbodies, but the recent Montana detection has raised the stakes. The Montana legislature has dramatically increased funding in this area, and the Idaho and Washington legislatures and state agencies are also more heavily engaged on the issue since the Montana detections. While it is certainly important to protect the Basin's eastern flank in Montana, the Columbia Basin's greatest threat from the invasive mussels is actually from the south, from infected recreational boats being transported north from Lakes Mead, Havasu, and Powell, which became infested with quagga mussels in the past 10 years

What is at stake for the federal government?

DOE's Bonneville Power Administration would likely need to raise electric rates to cover the cost of increased mussel-oriented maintenance at hydroelectric facilities, and the Army Corps of Engineers would bear most of the related operational burden. The Department of Commerce's National Marine Fisheries Service and DOI's USFWS would likely face the prospect, over the long-term, of more and more complicated Endangered Species Act regulatory activity if the mussels impact salmon runs in the Basin.

Multiple Interior bureaus have equities at stake if invasive mussels impact the Columbia Basin. Reclamation's hydroelectric facilities and agricultural water users would be affected, BIA's tribal irrigators and trust fisheries would be affected, NPS's recreational reservoirs and native aquatic species would be impacted, and FWS capacity will be tested due to their direct statutory responsibility for enhancing fish and wildlife and their habitats and aquatic invasive species control, as well as their Endangered Species Act responsibilities for resident fish like bull trout that might be affected by the mussels.

What should Interior do?

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1. Be a good neighbor. NPS and BLM can boost mussel decontamination efforts of recreational boats at Lake Mead, Lake Powell, and Lake Havasu, the most significant sources of mussels that might enter the Columbia Basin. These decontamination efforts would be conducted in cooperation with the states of Arizona, California, Utah, and Nevada, to reduce the risks of mussels in those federal reservoirs being transported north to the Columbia Basin or other western waters.
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To: Olivia Ferriter[Olivia_Ferriter@ios.doi.gov]
From: Holley, Amy
Sent: 2017-03-01T16:04:12-05:00
Importance: Normal
Subject: Fwd: Draft invasive mussels paper for eventual Water and Science 45 minute briefing for the Secretary
Received: 2017-03-01T16:11:41-05:00
[Invasive species of mussels revised.docx](#)

FYI

----- Forwarded message -----

From: **Glomb, Steve** <steve_glomb@ios.doi.gov>
Date: Wed, Mar 1, 2017 at 3:58 PM
Subject: Fwd: Draft invasive mussels paper for eventual Water and Science 45 minute briefing for the Secretary
To: Amy Holley <amy_holley@ios.doi.gov>
Cc: Joel Clement <joel_clement@ios.doi.gov>

Amy -

This may provide some answers to the question you asked about why AS-WS was putting together a freshwater mussel invasive species paper last week. Here's the latest that Joel has gotten from them.

I would figure that if there is a budget initiative on this, you and Olivia are already aware of it.

I'll keep you informed if OPA hears anything more on this.

Steve

----- Forwarded message -----

From: **Clement, Joel** <joel_clement@ios.doi.gov>
Date: Wed, Mar 1, 2017 at 12:16 PM
Subject: Fwd: Draft invasive mussels paper for eventual Water and Science 45 minute briefing for the Secretary
To: Steve Glomb <Steve_Glomb@ios.doi.gov>, Hilary Smith <hilary_smith@ios.doi.gov>

Steve just a heads up that the engagement with ASWS hallway on invasive species continues. See Scott Cameron's memo to the Secretary, attached. We had provided some fact-checking for an earlier version, as I noted to you and Amy last week or so. I've asked Sarah Ryker to be sure to circle back with PMB to be sure the hallways are mutually informed, so Amy will be hearing from her.

There are a couple of ways this memo, if delivered as Scott intends, could have implications for PMB. First, there may be a budget initiative on invasive mussels, which I assume would be led by POB (Jason) with our help. Jason is aware of this ongoing area of interest. Second, see the first action item regarding an SO - I expect that we will be involved in helping to draft or edit such a document, should it come to pass, so we're getting some information together in advance.

The action item is:

1. Be a good neighbor. The Secretary should reach out to the governors of the Columbia River Basin states to indicate his interest in helping them address this issue, and potentially prepare a Secretarial Order to ensure DOI-wide coordination on the initiatives that follow.

So that's the latest, mostly just an FYI but I want to make sure you guys are in the loop.

----- Forwarded message -----

From: **Ryker, Sarah** <sryker@usgs.gov>

Date: Mon, Feb 27, 2017 at 12:40 PM

Subject: Fwd: Draft invasive mussels paper for eventual Water and Science 45 minute briefing for the Secretary

To: Joel Clement <joel_clement@ios.doi.gov>, "Smith, Hilary" <hilary_smith@ios.doi.gov>

Here's our current posture. Please hold close at this point. OMB's 2018 passback this afternoon could reserve the budget direction!

Sarah J Ryker, PhD

Office of the Assistant Secretary for Water & Science

U.S. Department of the Interior

202-513-0314 office, 571-533-7000 mobile, sryker@usgs.gov

----- Forwarded message -----

From: **Cameron, Scott** <scott_cameron@ios.doi.gov>

Date: Mon, Feb 27, 2017 at 12:37 PM

Subject: Fwd: Draft invasive mussels paper for eventual Water and Science 45 minute briefing for the Secretary

To: Kerry Rae <kerry_rae@ios.doi.gov>, Sarah Ryker <sryker@usgs.gov>

FYI, this reflects some minor tweaks from last week.

Thanks,

Scott

Scott J. Cameron

Special Assistant

Office of the Secretary of the Interior

Desk 202 208 0969

Cell 202 706 9031

----- Forwarded message -----

From: **Cameron, Scott** <scott_cameron@ios.doi.gov>

Date: Mon, Feb 27, 2017 at 12:31 PM

Subject: Draft invasive mussels paper for eventual Water and Science 45 minute briefing for the Secretary

To: Virginia Johnson <virginia_johnson@ios.doi.gov>, Benjamin Keel

<benjamin_keel@ios.doi.gov>, Katharine Macgregor <katharine_macgregor@ios.doi.gov>, Casey Hammond <casey_hammond@ios.doi.gov>, Kathleen Benedetto <kathleen_benedetto@ios.doi.gov>

Virginia, Kate, Ben, Casey, and Kathy,

As Jim Cason suggested at our weekly A/S meeting a couple of weeks ago, I have drafted the attached paper on the implications of zebra mussels getting into the Columbia River Basin. This document reflects input to varying degrees from FWS, BIA, Reclamation, USGS, NPS, and BLM.

Please let me know if you see anything problematic in here. Also, if you wouldn't mind acknowledging the interbureau coordination on this topic during your own 45 minute sessions with the Secretary, that would be most appreciated. Not yet knowing what the OMB Passback is going to look like, my current plan is to promote the idea of putting a placeholder on this topic in Reclamation's FY18 request; the money could then be shared with participating bureaus based on their programmatic responsibilities.

Thanks,
Scott
Scott J. Cameron
Special Assistant
Office of the Secretary of the Interior
Desk 202 208 0969
Cell 202 706 9031

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Hilary Smith
Invasive Species Coordinator
U.S. Department of the Interior
Office of Policy Analysis, 3522 MIB, MS-3530
1849 C Street, N.W.
Washington, DC 20240

Office: 202.208.4103
Cell: 202.763.3118
Fax: 202.208.4118
Hilary_Smith@ios.doi.gov

Invasive Mussels Threaten the States in the Columbia River Basin

Background

Nationwide, invasive species of all types are estimated to cost the US economy \$120B annually, hospitalize and kill a number of Americans each year, and are responsible at least in part for the plight of about 42% of the species listed under the Endangered Species Act. Invasive species of mussels now threaten to cause significant damage to the economies and environments of the states in the Columbia River Basin – primarily Montana, Wyoming, Idaho, Washington, and Oregon. Zebra and quagga mussels are closely related species that are native to the Caspian Sea, and were accidentally introduced into the Great Lakes of North America through ballast water discharge from freighters in the 1980s. The mussels proved highly invasive in the Great Lakes, clogging power plant, industrial, and public water supply intakes and pipes and dramatically changing the food web of the Great Lakes by feeding extensively on plant and animal plankton. The cost to industry and public utilities in the Great Lakes region of protecting their municipal and industrial water supplies from zebra/quagga mussels is estimated at \$500 million annually. In recent years, invasive mussels have spread outward from the Great Lakes attached to the hulls and in the bilge and ballast water of recreational boats being transported to other regions of the country. They made the leap west on trailered watercraft to Lake Mead in 2007. Since 2007, mussels have infested the lower Colorado River from Lake Powell downstream to the river's terminus.

The Immediate Challenge

The Columbia Basin is one of the few major US watersheds uninfested by invasive mussels. If infestation occurs in the Columbia Basin, and measures are not taken to mitigate the adverse impacts, they will foul the turbines of hydroelectric facilities, infest navigation locks, clog agricultural and municipal water supply systems, increase operating costs of industrial facilities with water intake or discharge pipes, strip the bottom out of the food chain of rivers and lakes that support valuable recreational and Indian tribal trust fisheries, and in the process likely push more salmon runs and other fish onto the endangered species list. Idaho and Washington estimate that the economic impact from a full-fledged zebra/quagga mussel invasion to be about \$100 million in each state. Separate estimates are not currently available from Oregon, Wyoming, and Montana. A regional analysis (including Canadian provinces) estimated that the annual economic impact of a full regional infestation would be roughly \$500 million. About one-third of the estimated economic impact would be associated with combatting mussels at dams.

In late 2016, larval invasive mussels were detected in eastern Montana in Canyon Ferry and Tiber reservoirs, within striking distance of the Columbia Basin. While there is not yet clear evidence of an established infestation in those waterbodies, Montana's Governor Bullock declared a state invasive species emergency. A west-wide zebra/quagga mussel action plan was adopted in 2010 with the participation of numerous stakeholders to help guide prevention, containment, and control actions in western waterbodies, but the recent Montana detection has raised the stakes. The Montana legislature has dramatically increased funding in this area, and the Idaho and Washington legislatures and state agencies are also more heavily engaged on the issue since the Montana detections. While it is certainly important to protect the Basin's eastern flank in Montana, the Columbia Basin's greatest threat from the invasive mussels is actually from the south, from infected recreational boats being transported north from Lakes Mead, Havasu, and Powell, which became infested with quagga mussels in the past 10 years.

What is at stake for the federal government?

DOE's Bonneville Power Administration would likely need to raise electric rates to cover the cost of increased mussel-oriented maintenance at hydroelectric facilities, and the Army Corps of Engineers would bear most of the related operational burden. The Department of Commerce's National Marine Fisheries Service and DOI's USFWS would likely face the prospect, over the long-term, of more and more complicated Endangered Species Act regulatory activity if the mussels impact salmon runs and other resident fish species in the Basin.

Multiple Interior bureaus would be affected if invasive mussels impact the Columbia Basin. Reclamation's hydroelectric facilities and agricultural water users would be harmed, BIA's tribal irrigators and trust fisheries would be impacted, and NPS's recreational reservoirs and biological resources would be affected. In addition, FWS has direct statutory responsibility for aquatic invasive species control, as well as Endangered Species Act responsibilities for resident fish like bull trout that might be harmed by the mussels.

What should Interior do?

Water and Science has taken the lead in pulling together Reclamation, USGS, BLM, FWS, BIA, and NPS to develop a comprehensive strategy. DOI should take a multi-pronged approach, with an overall theme of supporting efforts by the affected states and tribes to protect their economies and environment. Specific actions the Secretary might offer include:

1. Be a good neighbor. The Secretary should reach out to the governors of the Columbia River Basin states to indicate his interest in helping them address this issue, and potentially prepare a Secretarial Order to ensure DOI-wide coordination on the initiatives that follow.
2. NPS, BLM, and Reclamation can boost mussel decontamination efforts of recreational boats at Lakes Mead, Powell, and Havasu, the most significant sources of mussels that might enter the Columbia Basin. These decontamination efforts would be conducted in cooperation with the states of Arizona, California, Utah, and Nevada, to reduce the risks of mussels in those federal reservoirs being transported north to the Columbia Basin or other western waters.
3. Reclamation, NPS, FWS, BLM and BIA can support prevention efforts in partnership with Columbia River Basin states and tribes by bolstering boat inspection stations, especially at federal waterbodies in those states, to reduce the odds that recreational boats inadvertently carrying invasive mussels end up introducing those mussels into previously uninfected waters.
4. Focus USGS and Reclamation research on effective detection tools and techniques and identifying those waters in the Columbia Basin that, due to their water chemistry and biological characteristics, would be the most vulnerable to invasive mussels. This would allow the states, tribes, and federal agencies to set priorities for monitoring and boat inspection activity.
5. USGS and Reclamation can work with states and tribes to expand monitoring efforts and improve laboratory responsiveness so that potential mussel detections can be identified more rapidly and with greater certainty. This would allow affected states, tribes, and federal agencies to respond more quickly and effectively before new mussel infestations become established.
6. Accelerate USGS and Reclamation research on biological and selective chemical controls for invasive mussels, to enable effective rapid response to new infestations.
7. Direct Reclamation to work with the Corps of Engineers to begin a technical assistance forum so these federal agencies can share their expertise and experience with states, tribes, public utilities, and other water users in the Columbia Basin. The dozens of dam and hydroelectric facility operators in the Columbia River Basin could benefit from learning about the engineering fixes for invasive mussels that have been helpful in other regions of the country.

To: Holley, Amy[amy_holley@ios.doi.gov]
From: Ferriter, Olivia
Sent: 2017-03-01T16:16:45-05:00
Importance: Normal
Subject: Re: Draft invasive mussels paper for eventual Water and Science 45 minute briefing for the Secretary
Received: 2017-03-01T16:17:42-05:00

Thank you.

Olivia Barton Ferriter
Deputy Assistant Secretary - Budget, Finance, Performance and Acquisition
U.S. Department of the Interior
1849 C St. NW MS 7228, Washington, DC 20240
Desk: 202-208-4881 Cell: 202-251-4139 FAX: 202-208-1067
Olivia_Ferriter@ios.doi.gov

On Wed, Mar 1, 2017 at 4:04 PM, Holley, Amy <amy_holley@ios.doi.gov> wrote:

FYI

----- Forwarded message -----

From: **Glomb, Steve** <steve_glomb@ios.doi.gov>
Date: Wed, Mar 1, 2017 at 3:58 PM
Subject: Fwd: Draft invasive mussels paper for eventual Water and Science 45 minute briefing for the Secretary
To: Amy Holley <amy_holley@ios.doi.gov>
Cc: Joel Clement <joel_clement@ios.doi.gov>

Amy -

This may provide some answers to the question you asked about why AS-WS was putting together a freshwater mussel invasive species paper last week. Here's the latest that Joel has gotten from them.

I would figure that if there is a budget initiative on this, you and Olivia are already aware of it.

I'll keep you informed if OPA hears anything more on this.

Steve

----- Forwarded message -----

From: **Clement, Joel** <joel_clement@ios.doi.gov>
Date: Wed, Mar 1, 2017 at 12:16 PM
Subject: Fwd: Draft invasive mussels paper for eventual Water and Science 45 minute briefing for the Secretary
To: Steve Glomb <Steve_Glomb@ios.doi.gov>, Hilary Smith <hilary_smith@ios.doi.gov>

Steve just a heads up that the engagement with ASWS hallway on invasive species continues.

See Scott Cameron's memo to the Secretary, attached. We had provided some fact-checking for an earlier version, as I noted to you and Amy last week or so.

I've asked Sarah Ryker to be sure to circle back with PMB to be sure the hallways are mutually informed, so Amy will be hearing from her.

There are a couple of ways this memo, if delivered as Scott intends, could have implications for PMB. First, there may be a budget initiative on invasive mussels, which I assume would be led by POB (Jason) with our help. Jason is aware of this ongoing area of interest. Second, see the first action item regarding an SO - I expect that we will be involved in helping to draft or edit such a document, should it come to pass, so we're getting some information together in advance.

The action item is:

1. Be a good neighbor. The Secretary should reach out to the governors of the Columbia River Basin states to indicate his interest in helping them address this issue, and potentially prepare a Secretarial Order to ensure DOI-wide coordination on the initiatives that follow.

So that's the latest, mostly just an FYI but I want to make sure you guys are in the loop.

----- Forwarded message -----

From: **Ryker, Sarah** <sryker@usgs.gov>

Date: Mon, Feb 27, 2017 at 12:40 PM

Subject: Fwd: Draft invasive mussels paper for eventual Water and Science 45 minute briefing for the Secretary

To: Joel Clement <joel_clement@ios.doi.gov>, "Smith, Hilary" <hilary_smith@ios.doi.gov>

Here's our current posture. Please hold close at this point. OMB's 2018 passback this afternoon could reserve the budget direction!

Sarah J Ryker, PhD

Office of the Assistant Secretary for Water & Science

U.S. Department of the Interior

202-513-0314 office, 571-533-7000 mobile, sryker@usgs.gov

----- Forwarded message -----

From: **Cameron, Scott** <scott_cameron@ios.doi.gov>

Date: Mon, Feb 27, 2017 at 12:37 PM

Subject: Fwd: Draft invasive mussels paper for eventual Water and Science 45 minute briefing for the Secretary

To: Kerry Rae <kerry_rae@ios.doi.gov>, Sarah Ryker <sryker@usgs.gov>

FYI, this reflects some minor tweaks from last week.

Thanks,
Scott
Scott J. Cameron
Special Assistant
Office of the Secretary of the Interior
Desk 202 208 0969
Cell 202 706 9031

----- Forwarded message -----

From: **Cameron, Scott** <scott_cameron@ios.doi.gov>
Date: Mon, Feb 27, 2017 at 12:31 PM
Subject: Draft invasive mussels paper for eventual Water and Science 45 minute briefing for the Secretary
To: Virginia Johnson <virginia_johnson@ios.doi.gov>, Benjamin Keel <benjamin_keel@ios.doi.gov>, Katharine Macgregor <katharine_macgregor@ios.doi.gov>, Casey Hammond <casey_hammond@ios.doi.gov>, Kathleen Benedetto <kathleen_benedetto@ios.doi.gov>

Virginia, Kate, Ben, Casey, and Kathy,
As Jim Cason suggested at our weekly A/S meeting a couple of weeks ago, I have drafted the attached paper on the implications of zebra mussels getting into the Columbia River Basin. This document reflects input to varying degrees from FWS, BIA, Reclamation, USGS, NPS, and BLM.

Please let me know if you see anything problematic in here. Also, if you wouldn't mind acknowledging the interbureau coordination on this topic during your own 45 minute sessions with the Secretary, that would be most appreciated. Not yet knowing what the OMB Passback is going to look like, my current plan is to promote the idea of putting a placeholder on this topic in Reclamation's FY18 request; the money could then be shared with participating bureaus based on their programmatic responsibilities.

Thanks,
Scott
Scott J. Cameron
Special Assistant
Office of the Secretary of the Interior
Desk 202 208 0969
Cell 202 706 9031

--

Hilary Smith
Invasive Species Coordinator
U.S. Department of the Interior

Office of Policy Analysis, 3522 MIB, MS-3530
1849 C Street, N.W.
Washington, DC 20240

Office: 202.208.4103
Cell: 202.763.3118
Fax: 202.208.4118
Hilary_Smith@ios.doi.gov

To: Glomb, Steve[steve_glomb@ios.doi.gov]
From: Holley, Amy
Sent: 2017-03-27T18:41:26-04:00
Importance: Normal
Subject: Re: BIE support from PPA economics team
Received: 2017-03-27T18:41:53-04:00

Thanks! Let's discuss tomorrow.

On Mon, Mar 27, 2017 at 5:24 PM, Glomb, Steve <steve_glomb@ios.doi.gov> wrote:

Amy -

Here's the short answer to Jim Cason's question on Office of Policy Analysis (PPA) work with Indian Education. They're just starting this work so if Jim has specific areas he wants them to focus on, the timing is good.

Bureau of Indian Education

- Analysis of BIE student achievement data
 - Purpose/Scope: PPA has had one meeting with BIE to discuss assisting with the analysis of BIE student achievement data. The questions BIE wants PPA to help address have not been fully specified at this point, however the underlying issue is the need to identify the causes and key elements of BIE schools' low student achievement compared to non-BIE schools. Some analysis of data on the commonly used metric of "annual-yearly-progress" is likely to be part of this project.
 - Deliverables: PPA is in the early phases of this project and is continuing to scope out the issue with BIE. Deliverables to be determined.

If Jim's question was really targeted just to BIE, that should take of it. If it was intended as an opening to the broader question of support for Tribes, the attachment has similar short descriptions of many of the other areas where PPA is supporting BIA - economic development, census, loan guarantee program, employment/labor statistics, resilience/village relocation, and more.

Steve

----- Forwarded message -----

From: Clement, Joel <joel_clement@ios.doi.gov>
Date: Mon, Mar 27, 2017 at 3:19 PM
Subject: BIE
To: Steve Glomb <Steve_Glomb@ios.doi.gov>
Cc: Shawn Buckner <shawn_buckner@ios.doi.gov>, "Benjamin M. Simon" <Benjamin_Simon@ios.doi.gov>, Carlann Unger <carlann_unger@ios.doi.gov>

Steve, see attached for a document describing our tribal work - the first element on the list is what Jim Cason was asking for specifically, but he may find the rest of the document helpful going forward with PMB involvement in tribal issues.

Shawn et al., lets use this version as the benchmark and update quarterly. I made a few changes.
Thanks!

Joel

Joel Clement - Director, Office of Policy Analysis, U.S. Department of the
Interior 202.208.3295

To: James Cason[james_cason@ios.doi.gov]
Cc: Gareth Rees[gareth_rees@ios.doi.gov]
From: Holley, Amy
Sent: 2017-03-30T12:48:30-04:00
Importance: Normal
Subject: Updates Etc.
Received: 2017-03-30T12:48:58-04:00
[Secretary Scheduling Request DOI Econ workshop April 2017 meeting.docx](#)

Just wanted to update you on a few things before I leave this afternoon:

1. Bureau responses to the communication question (how policy guidance is disseminated throughout the organization) are due to Julie Lillie this afternoon. Christina Summers will help compile them and we should have a spreadsheet ready for you as soon as we can after we get the information.
2. I understand the ONRR documents are cleared for transmittal to the Federal Register. Megan and Greg have been in touch, and I believe the schedule is for them to be in the reading room on Monday at the earliest. They are working with SOL on talking points.
3. The Policy Office has a request in to the scheduling office for the Secretary to address the DOI Economist Workshop next week. They have not heard back, but wanted to be sure you knew they would welcome your participation if you are able. The scheduling request with relevant information is attached. If you are unable, let us know if there are others you would recommend. They would accommodate anything from a drop by to a more formal address.

I will be available by phone or email if you (or anyone) has questions or needs anything. Thank you!

DOI SECRETARIAL EVENT PROPOSAL

TO: Scheduler to the Secretary

FROM: Joel Clement, Director, Office of Policy Analysis, PMB

REQUEST: DOI Economist Workshop, April 5-7, 2017, DOI South auditorium.

PURPOSE: The goals and purpose of the Workshop are to: share knowledge across the DOI economic community; identify critical DOI issues that could benefit from additional economic analysis; identify key economic analysis challenges that are important to DOI's programs and activities; identify key areas/issues where Interior economists could collaborate across bureaus; and discuss our work with incoming DOI leaders.

RECOMMENDATION: We recommend the Secretary open the Workshop and make brief remarks.

EVENT DATE: April 5-7, 2017

EVENT TIME: 9 a.m. – 4:30 p.m. The agenda will be adjusted to accommodate the Secretary.

LOCATION: DOI South auditorium

REMARKS: The Workshop will allow DOI economists to share research results, build community, and identify areas where DOI programs, activities, and decisions might benefit from additional economic analysis.

ATTENDEES: Approximately 100

PARTICIPANTS: Economists from all DOI bureaus and the Department.

EVENT OUTLINE:

We will accommodate the Secretary at any point. If his schedule permits, opportune times could include: 9 a.m. on April 5 to officially open the meeting and welcome the participants; 9am on April 6 immediately prior to the first session on this day; or 9am on April 7 immediately prior to the first session on this day.

PRESS:

The workshop will not be open to the public and press.

Persons responsible for answering questions about the meeting.

Department of the Interior POC:
Benjamin Simon, Chief DOI Economist, Office of Policy Analysis
(202) 208-4916
E-mail: benjamin_simon@ios.doi.gov

To: Freihage, Jason[jason_freihage@ios.doi.gov]
Cc: Denise Flanagan[Denise_Flanagan@ios.doi.gov]; Moss, Adrienne[adrienne_moss@ios.doi.gov]; Amy Holley[amy_holley@ios.doi.gov]
From: Olivia Ferriter
Sent: 2017-03-31T12:25:25-04:00
Importance: Normal
Subject: Re: Few items from meeting to plan for Western event on invasive mussels
Received: 2017-03-31T12:25:32-04:00

Thank you. Looping in Amy.

Sent from my iPhone

On Mar 31, 2017, at 7:46 AM, Freihage, Jason <jason_freihage@ios.doi.gov> wrote:

Olivia, Denise and Adrienne,

I went to this brief planning meeting for the mussels event in the west. A few things to highlight are below. Olivia - the near term thing for you is travel requests will be coming your way for NISC/OPA folks - and is convening a NISC meeting considered a "conference"

- Secretary is planning to go to the WGA meeting the week of June 26th. It is in Whitefish, Montana
- Scott wants to use it as opportunity to organize around stopping mussels from spreading into the Columbia River Basin, and arrest expansion into the Lower Colorado.
- He would like to have the administration's first NISC meeting at the same time and is hoping to get high level reps from other departments (Secretaries if possible at least from the three co chairs - Ag, Commerce, Interior, but he recognizes the challenge).
- He wants to make sure there are at least regional reps from Interior bureaus and would like to have Jamie Reaser and Hilary there.
- He still wants to push bureaus to allocate more of their existing funding to mussels in 2018, he is hoping to do this by starting a Mussels task forces that meets weekly or bi-weekly. (Scott did something similar around tamarisk in the Bush years, he is hoping to use that as a model). I noted bureaus are still allocating their 2018 funds and as he knows, this is a really challenging environment so staying level is even a sign of priority.

----- Forwarded message -----

From: Freihage, Jason <jason_freihage@ios.doi.gov>
Date: Fri, Mar 24, 2017 at 4:45 PM
Subject: Fwd: Planning for a meeting this spring in the West on invasive mussels
To: Olivia Ferriter <olivia_ferriter@ios.doi.gov>, "Moss, Adrienne" <adrienne_moss@ios.doi.gov>, Denise Flanagan <Denise_Flanagan@ios.doi.gov>

Olivia - FYI, Scott looks like pulling folks together to do a trip in the West on invasive mussels, I believe the secretary is going.

JF

----- Forwarded message -----

From: **Cameron, Scott** <scott_cameron@ios.doi.gov>

Date: Fri, Mar 24, 2017 at 2:30 PM

Subject: Planning for a meeting this spring in the West on invasive mussels

To: Sarah Ryker <sryker@usgs.gov>, Hilary Smith <hilary_smith@ios.doi.gov>, Jamie Reaser <jamie_reaser@ios.doi.gov>

Cc: "Clement, Joel" <joel_clement@ios.doi.gov>, Jason Freihage <jason_freihage@ios.doi.gov>, "Brown, Michelle" <michelle_brown@ios.doi.gov>

Sarah, Hilary, Jamie,

Looks like we have the go-ahead from the Secretary and Jim Cason to start planning this meeting. Let's have an internal planning meeting ASAP next week.

Thanks,

Scott

Scott J. Cameron

Special Assistant

Office of the Secretary of the Interior

Desk 202 208 0969

Cell 202 706 9031

--

Jason Freihage

Chief, Division of Budget and Program Review

DOI Office of Budget

desk: 202.513.0737

cell: 202.531.7799

--

Jason Freihage

Chief, Division of Budget and Program Review

DOI Office of Budget

desk: 202.513.0737

cell: 202.531.7799

To: Amy Holley[amy_holley@ios.doi.gov]
From: Glomb, Steve
Sent: 2017-04-04T09:27:38-04:00
Importance: Normal
Subject: Fwd: request to be involved
Received: 2017-04-04T09:27:45-04:00

Amy -

Resident expert or not, it would make sense to me to have the DOI Office of Policy Analysis involved in this review and analysis of departmental and bureau policies. Has anyone yet been tasked with developing the data call and review process?

Steve

----- Forwarded message -----

From: **Clement, Joel** <joel_clement@ios.doi.gov>
Date: Mon, Apr 3, 2017 at 12:31 PM
Subject: request to be involved
To: Amy Holley <Amy_Holley@ios.doi.gov>, Steve Glomb <Steve_Glomb@ios.doi.gov>

As PMB's resident expert on mitigation, I would like to be involved in the following review, if that is possible, on behalf of PMB. Thanks for your consideration.

a. Mitigation Policy Review. (i) Within 14 days of the date of this Order, each bureau and office head shall provide to the Deputy Secretary, through their Assistant Secretary, all Department Actions they have adopted or are in the process of developing relating to (1) the Presidential Memorandum dated November 3, 2015, "Mitigating Impacts on Natural Resources from Development and Encouraging Related Private Investment" and (2) Secretary's Order 3330. (ii) Within 30 days of the date of this Order, the Deputy Secretary shall inform the Assistant Secretaries whether to proceed with reconsideration, modification, or rescission as appropriate and necessary of any Department Actions they have adopted or are in the process of developing relating to (1) the Presidential Memorandum dated November 3, 2015, "Mitigating Impacts on Natural Resources from Development and Encouraging Related Private Investment" and (2) Secretary's Order 3330. (iii) Within 90 days of the date of this Order, each bureau and office required to reconsider, modify, or rescind any such Department Action, shall submit to the Deputy Secretary, through their Assistant Secretary, a draft revised or substitute Department Action for review.

Joel Clement - Director, Office of Policy Analysis, U.S. Department of the Interior 202.208.3295

To: Glomb, Steve[steve_glomb@ios.doi.gov]
From: Holley, Amy
Sent: 2017-04-04T10:56:33-04:00
Importance: Normal
Subject: Re: request to be involved
Received: 2017-04-04T10:57:00-04:00

Thanks! I have not seen anything about this yet, but will check.

On Tue, Apr 4, 2017 at 9:27 AM, Glomb, Steve <steve_glomb@ios.doi.gov> wrote:

Amy -

Resident expert or not, it would make sense to me to have the DOI Office of Policy Analysis involved in this review and analysis of departmental and bureau policies. Has anyone yet been tasked with developing the data call and review process?

Steve

----- Forwarded message -----

From: Clement, Joel <joel_clement@ios.doi.gov>
Date: Mon, Apr 3, 2017 at 12:31 PM
Subject: request to be involved
To: Amy Holley <Amy_Holley@ios.doi.gov>, Steve Glomb <Steve_Glomb@ios.doi.gov>

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Joel Clement - Director, Office of Policy Analysis, U.S. Department of the Interior 202.208.3295

To: Amy Holley[amy_holley@ios.doi.gov]
From: Glomb, Steve
Sent: 2017-04-04T17:55:23-04:00
Importance: Normal
Subject: Fwd: Arctic Council Showcase
Received: 2017-04-04T17:55:35-04:00
[Arctic Council Showcase.docx](#)

Amy -

This one looks to me like a very high priority for Policy Analysis. I recommend your approval for a waiver from the travel restrictions.

Steve

----- Forwarded message -----

From: Clement, Joel <joel_clement@ios.doi.gov>
Date: Tue, Apr 4, 2017 at 3:01 PM
Subject: Fwd: Arctic Council Showcase
To: Steve Glomb <Steve_Glomb@ios.doi.gov>

Steve this presentation in Fairbanks next month (see attached) is the final bow for DOI's work on the US Chairmanship of the Arctic Council. In addition to this presentation, a commitment I made well before the travel ban, I am scheduled to meet with a) the Lieutenant Governor and his staff to link the Council work to the their own AK resilience framework under construction, b) the University of Alaska Fairbanks who will be hosting much of the resilience work in the region, c) the regional directors of the federal agencies who are working on the Bering Sea Resilience initiative, and d) the Bering Sea Tribal Elders on the same issue. Once I set my schedule there are several additional meetings to set up.

In case you're wary of the politics of these resilience efforts, all of these things are endorsed and supported by both the AK congressional delegation (including a well-known appropriator) and the Governor's office. As with all the work we do in the Arctic, the focus is on resilience to a whole suite of rapid changes up there, not just climate change.

Also, the Secretary of State will be attending the Arctic Council Ministerial at the same time/place, so there is a head nod from leadership that the AC work passes the test. I was waiting to get this confirmation from State before running this request by you, because of course if State were backing away from all this work I would not suggest putting DOI in front.

Let me know if I can make plans or if I have to send regrets. It would be a shame, as you know, to end this very large US effort with a whimper, especially when we have such bipartisan support in the region.

Thanks Steve.

Joel

Joel Clement - Director, Office of Policy Analysis, U.S. Department of the Interior 202.208.3295

----- Forwarded message -----

From: **Nils Andreassen** <nandreassen@institutenorth.org>

Date: Mon, Apr 3, 2017 at 6:09 PM

Subject: Arctic Council Showcase

To: Renée Sauve <Renee.Sauve@dfo-mpo.gc.ca>, "Burns, Roberta R" <BurnsRR@state.gov>, Amy Merten <amy.merten@noaa.gov>, Ulrik Westman <Ulrik.Westman@naturvardsverket.se>, Forsius Martin <martin.forsius@ymparisto.fi>, Reidar Hindrum <reidar.hindrum@miljodir.no>, "Bloom, Evan T (OES)" <bloomet@state.gov>, Marcus Carson <marcus.carson@sei-international.org>, "Clement, Joel P (Joel_Clement@ios.doi.gov)" <Joel_Clement@ios.doi.gov>
Cc: Patti Bruns <patti@arctic-council.org>, Tom Barry <tom@caff.is>, Soffía Guðmundsdóttir <soffia@pame.is>, Bernard Funston <bfunston@acsdwg.com>, Hanna Eklund <heklund@institutenorth.org>, Marie-Sylvestre Olesen <molesen@alaska.edu>

Dear all,

Attached is the program for May 10, in Fairbanks. Thanks again for agreeing to participate. The venue is Davis Concert Hall, UAF Campus.

Can you each please send me a photo and short bio so that we may include this on the website and in outreach? It would be great to have this by the end of the week and you can send them to Hanna Eklund and Marie Olesen, who are copied here.

Let me know if you will have any materials for distribution, and what technology needs you might have. We will of course be prepared to have PowerPoint capability; even better if you get that to us ahead of time.

Working Group Chairs will have 20 minutes each for their presentation, and Task Force/Expert Groups 15. The less time you take the better we can include Q&A and discussion. I anticipate some flexibility in the schedule but will try to keep you on track!

As we get closer I will have a run-of-show program that will include where/how moderators interact and timing for questions and discussion.

Many thanks!

Nils

--

**** NEW ADDRESS ****

Nils Andreassen
Executive Director
Institute of the North (www.institutenorth.org)
(o) 907 786-6324 (m) 907 351-4982
715 L Street, Suite 300

Anchorage, AK 99501



ALASKA ARCTIC COUNCIL
HOST COMMITTEE



Week
of the
Arctic

ARCTIC COUNCIL SHOWCASE

Speakers will present projects delivered during the U.S. Chairmanship, with Alaska leaders interpreting the implications for and importance to the state. Moderated by Drue Pearce, Karen Perdue and Craig Fleener, in cooperation with and input from Alaska community, business, policy and traditional leaders.

08:00 AM Doors Open

08:30 AM **Working Group Outcomes**

- **Renée Sauve**, Chair, Protection of the Arctic Marine Environment
- **Roberta Burns**, Chair, Sustainable Development Working Group
- **Amy Merten**, Chair, Emergency Preparedness, Prevention and Response
- **Ulrik Westman**, Chair, Arctic Contaminants Action Programme
- **Martin Forsius**, Chair, Arctic Monitoring and Assessment Program
- **Reidar Hindrum**, Chair, Conservation of Arctic Flora and Fauna

10:30 AM Break

10:45 AM **Task Force and Expert Group Outcomes**

- **Evan Bloom**, Co-Chair, Scientific Cooperation Task Force (SCTF)
- **Marcus Carson**, Arctic Resilience Report (ARR)
- **Joel Clement**, Arctic Resilience Action Framework

11:30 PM **Adjourn**

11:45 PM **Traditional Foods Luncheon**

- Organized by the EALLU projects and Permanent Participants



ALASKA ARCTIC COUNCIL
HOST COMMITTEE



**Week
of the
Arctic**

From: gareth_rees@ios.doi.gov
Location: Room 6120
Importance: Normal
Subject: Invitation: HOLD - PMB Meeting @ Thu Apr 13, 2017 3pm - 4pm (james_cason@ios.doi.gov)
Start Date/Time: 2017-04-13T15:00:00-04:00
End Date/Time: 2017-04-13T16:00:00-04:00
[invite.ics](#)

[more details »](#)

HOLD - PMB Meeting

One is on the Deepwater Horizon Oil Spill settlement. That would include me, John Carlucci in SOL, possibly Amy, and potentially one or more of the SOL senior managers (Anne Navarro and Jack Haugrud)

The other would be a follow-up to a topic Jim raised in a PMB senior managers meeting regarding Office of Policy Analysis support for a BIE project. That would include three managers from Policy Analysis - Joel Clement, Shawn Buckner, and Ben Simon - as well as Amy and me.

POC
Steve Glomb, Director
Office of Restoration and Damage Assessment
U.S. Department of the Interior
202-208-4863
steve_glomb@ios.doi.gov

When	Thu Apr 13, 2017 3pm – 4pm Eastern Time
Where	Room 6120 (map)
Video call	https://plus.google.com/hangouts/_/doi.gov/gareth-rees-james_cason@ios.doi.gov
Calendar	jam
Who	james_cason@ios.doi.gov

-
-

gareth_rees@ios.doi.gov
james_cason@ios.doi.gov

Going? **Yes - Maybe - No** [more options »](#)
Invitation from [Google Calendar](#)

You are receiving this email at the account james_cason@ios.doi.gov because you are subscribed for invitations on calendar james_cason@ios.doi.gov.

To stop receiving these emails, please log in to <https://www.google.com/calendar/> and change your notification settings for this calendar.

Forwarding this invitation could allow any recipient to modify your RSVP response. [Learn More](#).

**HOLD - PMB Meeting
Room 6120
20170413T190000Z
CONFIRMED**

PRODID

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Version

2.0

CALSCALE

GREGORIAN

METHOD

REQUEST

Start Date/Time

20170413T190000Z

End Date/Time

20170413T200000Z

DTSTAMP

20170405T192350Z

ORGANIZER (CN=gareth_rees@ios.doi.gov)

mailto:gareth_rees@ios.doi.gov

UID

tahojrcufk0f73c4l927ld9erk@google.com

Attendee mailto:gareth_rees@ios.doi.gov

Role REQ-PARTICIPANT

RSVP TRUE

Attendee mailto:james_cason@ios.doi.gov

Role REQ-PARTICIPANT

RSVP TRUE

CREATED

20170405T192349Z

Description

One is on the Deepwater Horizon Oil Spill settlement. That would include me, John Carlucci in SOL, possibly Amy, and potentially one or more of the SOL senior managers (Anne Navarro and Jack Haugrud)

The other would be a follow-up to a topic Jim raised in a PMB senior managers meeting regarding Office of Policy Analysis support for a BIE project. That would include three managers from Policy Analysis - Joel Clement, Shawn Buckner, and Ben Simon - as well as Amy and me.

POC

To: Amy Holley[amy_holley@ios.doi.gov]; Joel Clement[joel_clement@ios.doi.gov]
From: Glomb, Steve
Sent: 2017-04-05T16:44:05-04:00
Importance: Normal
Subject: Fwd: comments on the climate change piece
Received: 2017-04-05T16:44:11-04:00

Amy -

forwarding Joe's comments on the climate change one-pager.

I agree with his first comment. An important change to make.

The current version is very USGS-centric. From the bolded comment at the bottom, it looks like the plan is to have other bureaus add a paragraph or two about their relevant activities. If so, perhaps some wordsmithing to indicate that USGS primary role is scientific management and other bureaus use science to make natural resource management decisions would allay Joel's concern, which is a valid one.

Steve

----- Forwarded message -----

From: Clement, Joel <joel_clement@ios.doi.gov>
Date: Wed, Apr 5, 2017 at 3:33 PM
Subject: comments on the climate change piece
To: Steve Glomb <Steve_Glomb@ios.doi.gov>

Steve I just have two comments on that piece you brought me.

2nd paragraph, 2nd sentence currently reads "In that context, climate is just another variable, one that sometimes...."

In order to pass the sniff test, I recommend: "In that context, climate change is an important variable, one that..."

I recommend that change because saying that climate is "just another variable" will, at best, get snickers of derision. Making that small change makes the piece far more credible and won't attract undue attention. It also fits just fine with the intent of the paragraph.

My second comment regards the second sentence of the third paragraph. I would not recommend saying that USGS is "the Department's natural science agency" unless you really want to tick off FWS, NPS, and BLM science programs. Unnecessarily provocative.

That's it. Thanks for the opportunity to comment.

Joel

Joel Clement - Director, Office of Policy Analysis, U.S. Department of the Interior 202.208.3295

To: Glomb, Steve[steve_glomb@ios.doi.gov]
Cc: Joel Clement[joel_clement@ios.doi.gov]
From: Holley, Amy
Sent: 2017-04-05T17:32:14-04:00
Importance: Normal
Subject: Re: comments on the climate change piece
Received: 2017-04-05T17:32:41-04:00

Thank you! I think I gave you my only copy though, so I probably need it to show the changes Joel proposes. Let's talk sometime this week....

On Wed, Apr 5, 2017 at 4:44 PM, Glomb, Steve <steve_glomb@ios.doi.gov> wrote:

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Joel Clement - Director, Office of Policy Analysis, U.S. Department of the Interior 202.208.3295

To: Holley, Amy[amy_holley@ios.doi.gov]
From: Glomb, Steve
Sent: 2017-04-05T17:39:53-04:00
Importance: Normal
Subject: Re: comments on the climate change piece
Received: 2017-04-05T17:40:00-04:00

I didn't scribble on it so you can have it back

On Wed, Apr 5, 2017 at 5:32 PM, Holley, Amy <amy_holley@ios.doi.gov> wrote:

Thank you! I think I gave you my only copy though, so I probably need it to show the changes Joel proposes. Let's talk sometime this week....

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Interior 202.208.3295

To: Glomb, Steve[steve_glomb@ios.doi.gov]
From: Holley, Amy
Sent: 2017-04-05T17:41:08-04:00
Importance: Normal
Subject: Re: comments on the climate change piece
Received: 2017-04-05T17:41:34-04:00

Thanks!

On Wed, Apr 5, 2017 at 5:39 PM, Glomb, Steve <steve_glomb@ios.doi.gov> wrote:

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Joel Clement - Director, Office of Policy Analysis, U.S. Department of the
Interior 202.208.3295

To: Glomb, Steve[steve_glomb@ios.doi.gov]
From: Holley, Amy
Sent: 2017-04-05T17:42:56-04:00
Importance: Normal
Subject: Re: comments on the climate change piece
Received: 2017-04-05T17:43:18-04:00

Also, with regard to his second comment, I believe USGS, FWS, NPS, and BLM can decide that one.

On Wed, Apr 5, 2017 at 5:39 PM, Glomb, Steve <steve_glomb@ios.doi.gov> wrote:

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On Wed, Apr 5, 2017 at 5:32 PM, Holley, Amy <amy_holley@ios.doi.gov> wrote:

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Joel Clement - Director, Office of Policy Analysis, U.S. Department of the
Interior 202.208.3295

To: James Cason[james_cason@ios.doi.gov]
Cc: Gareth Rees[gareth_rees@ios.doi.gov]
From: Holley, Amy
Sent: 2017-04-06T08:10:08-04:00
Importance: Normal
Subject: Economics Workshop
Received: 2017-04-06T08:10:36-04:00
[Secretary Scheduling Request DOI Econ workshop April 2017 meeting.docx](#)

Jim:

Unless you've heard otherwise, it looks like the Secretary will not make the Economics Workshop this week. They would love to have you join them if it works for your schedule. They will make time available whenever it works for you. The meeting is in South Interior Auditorium, and they meet today 9:00-4:30 and tomorrow 9:00-noon. The original scheduling request is attached. Let me know if you need additional information, or if I can help facilitate.

DOI SECRETARIAL EVENT PROPOSAL

TO: Scheduler to the Secretary

FROM: Joel Clement, Director, Office of Policy Analysis, PMB

REQUEST: DOI Economist Workshop, April 5-7, 2017, DOI South auditorium.

PURPOSE: The goals and purpose of the Workshop are to: share knowledge across the DOI economic community; identify critical DOI issues that could benefit from additional economic analysis; identify key economic analysis challenges that are important to DOI's programs and activities; identify key areas/issues where Interior economists could collaborate across bureaus; and discuss our work with incoming DOI leaders.

RECOMMENDATION: We recommend the Secretary open the Workshop and make brief remarks.

EVENT DATE: April 5-7, 2017

EVENT TIME: 9 a.m. – 4:30 p.m. The agenda will be adjusted to accommodate the Secretary.

LOCATION: DOI South auditorium

REMARKS: The Workshop will allow DOI economists to share research results, build community, and identify areas where DOI programs, activities, and decisions might benefit from additional economic analysis.

ATTENDEES: Approximately 100

PARTICIPANTS: Economists from all DOI bureaus and the Department.

EVENT OUTLINE:

We will accommodate the Secretary at any point. If his schedule permits, opportune times could include: 9 a.m. on April 5 to officially open the meeting and welcome the participants; 9am on April 6 immediately prior to the first session on this day; or 9am on April 7 immediately prior to the first session on this day.

PRESS:

The workshop will not be open to the public and press.

Persons responsible for answering questions about the meeting.

Department of the Interior POC:
Benjamin Simon, Chief DOI Economist, Office of Policy Analysis
(202) 208-4916
E-mail: benjamin_simon@ios.doi.gov

To: Goklany, Indur[indur_goklany@ios.doi.gov]
Cc: Daniel Jorjani[daniel_jorjani@ios.doi.gov]; James Cason[james_cason@ios.doi.gov]
From: Douglas Domenech
Sent: 2017-04-10T10:06:35-04:00
Importance: Normal
Subject: Re: Detail description for Goks
Received: 2017-04-10T10:06:43-04:00

I spoke to Melinda and told her to slow walk action moving you to Ethics.

Sent from my iPhone

On Apr 10, 2017, at 8:58 AM, Goklany, Indur <indur_goklany@ios.doi.gov> wrote:

The theory is an SES-er can do anything. But I'd rather not!

On Mon, Apr 10, 2017 at 8:50 AM, Daniel Jorjani <daniel_jorjani@ios.doi.gov> wrote:

Agreed.

Sent from my iPhone

On Apr 10, 2017, at 8:49 AM, Domenech, Douglas <douglas_domenech@ios.doi.gov> wrote:

That seems like an odd fit for Goks.

Doug Domenech
Senior Advisor
US Department of the Interior

On Mon, Apr 10, 2017 at 8:11 AM, Goklany, Indur <indur_goklany@ios.doi.gov> wrote:

My office is thinking of detailing me to the Ethics Office, but I would rather work on climate (change)-related matters, as had been suggested. Could that be arranged?

I had mentioned your interest to Joel, the Director of this office, just before going home last Friday, that there was some thought that I would be working for "upstairs" on climate change but he apparently felt he had to be responsive to the Ethics Office also.

Best regards,
Goks

----- Forwarded message -----

From: **Melinda Loftin** <melinda.loftin@sol.doi.gov>
Date: Fri, Apr 7, 2017 at 5:04 PM
Subject: Re: Detail description for Goks
To: "Clement, Joel" <joel_clement@ios.doi.gov>
Cc: Steve Glomb <Steve_Glomb@ios.doi.gov>, Amy Holley
<Amy_Holley@ios.doi.gov>, "Indur M. Goklany"
<Indur_Goklany@ios.doi.gov>

Thanks Joel, I will discuss this with Dave on Monday and get back to you.

Sent from my iPhone

On Apr 7, 2017, at 3:05 PM, Clement, Joel <joel_clement@ios.doi.gov> wrote:

Melinda, Steve, and Amy, see attached for a quick sketch of the detail assignment we discussed and let me know if it's accurate based on your understanding of what Jim Cason was asking for. Once we're good with this doc we can get things started with paperwork and it's off to the races!
Thanks,

Joel

Joel Clement - Director, Office of Policy Analysis, U.S. Department of the
Interior 202.208.3295

<Goklany Detail Assignment.docx>

To: Katharine Macgregor[katharine_macgregor@ios.doi.gov]; Virginia Johnson[virginia_johnson@ios.doi.gov]; Benjamin Keel[benjamin_keel@ios.doi.gov]; Casey Hammond[casey_hammond@ios.doi.gov]; Kathleen Benedetto[kathleen_benedetto@ios.doi.gov]; Maureen Foster[Maureen_Foster@ios.doi.gov]; Richard Cardinale[richard_cardinale@ios.doi.gov]; Michael Black[mike.black@bia.gov]; Amy Holley[amy_holley@ios.doi.gov]; Lorri Lee[lgray@usbr.gov]
From: Cameron, Scott
Sent: 2017-04-10T19:15:05-04:00
Importance: Normal
Subject: Request bureau assistance in planning for a successful WGA/National Invasive Species Council meeting in Whitefish, Montana in late June
Received: 2017-04-10T19:15:41-04:00

All,

The Secretary has agreed to meet with various Western governors at the WGA summer meeting, probably on June 28, to discuss mutual cooperation to keep invasive zebra and quagga mussels out of the Columbia River Basin. This will coincide with the first National Invasive Species Council meeting in 8 years, and the first ever outside of DC.

We want this to be a substantive interaction, where the principals can sign off on a package of initiatives designed to improve intergovernmental coordination and natural resource conservation results that will have real impact on the ground/water. That means a lot of staff work has to happen over the next ten weeks or so to tee up items for federal/state approval.

I ask that we all authorize appropriate staff from BLM, FWS, NPS, BIA, USGS and Reclamation to participate in this exercise. I have also asked Reclamation's Regional Director for the Pacific Northwest, Lorri Gray, to coordinate with her senior executive colleagues in other agencies at the regional level.

Joel Clement, Hilary Smith and Sarah Abdelrahim of PMB will be coordinating internally inside DOI as we set up interbureau teams to explore options for improving the effectiveness of federal/state efforts in boat decontamination, boat inspection, monitoring, research, engineering mitigation practices, and education and outreach.

Thanks for your help, and let me know if you have any questions.

Scott
Scott J. Cameron
Special Assistant
Office of the Secretary of the Interior
Desk 202 208 0969
Cell 202 706 9031

To: Katharine Macgregor[katharine_macgregor@ios.doi.gov]
From: Cardinale, Richard
Sent: 2017-04-11T08:46:42-04:00
Importance: Normal
Subject: Fwd: Request bureau assistance in planning for a successful WGA/National Invasive Species Council meeting in Whitefish, Montana in late June
Received: 2017-04-11T08:47:29-04:00

Kate,
I recommend forwarding this to Mike Nedd.

Rich

----- Forwarded message -----

From: Cameron, Scott <scott_cameron@ios.doi.gov>
Date: Mon, Apr 10, 2017 at 7:15 PM
Subject: Request bureau assistance in planning for a successful WGA/National Invasive Species Council meeting in Whitefish, Montana in late June
To: Katharine Macgregor <katharine_macgregor@ios.doi.gov>, Virginia Johnson <virginia_johnson@ios.doi.gov>, Benjamin Keel <benjamin_keel@ios.doi.gov>, Casey Hammond <casey_hammond@ios.doi.gov>, Kathleen Benedetto <kathleen_benedetto@ios.doi.gov>, Maureen Foster <Maureen_Foster@ios.doi.gov>, Richard Cardinale <richard_cardinale@ios.doi.gov>, Michael Black <mike.black@bia.gov>, Amy Holley <amy_holley@ios.doi.gov>, Lorri Lee <lgray@usbr.gov>

All,

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Thanks for your help, and let me know if you have any questions.

Scott
Scott J. Cameron
Special Assistant
Office of the Secretary of the Interior
Desk 202 208 0969
Cell 202 706 9031

To: Amy Holley[amy_holley@ios.doi.gov]
From: Glomb, Steve
Sent: 2017-04-14T14:10:25-04:00
Importance: Normal
Subject: Fwd: Memo to Cason for today's meeting
Received: 2017-04-14T14:10:32-04:00
PPA memo Sec mtg 4 14 17.docx

Thanks for the advice. Here is is electronically so you have it for when the time is appropriate - especially if you sense an opening and can get it to him quickly without having to circle back to one of us.

----- Forwarded message -----

From: **Clement, Joel** <joel_clement@ios.doi.gov>
Date: Fri, Apr 14, 2017 at 10:52 AM
Subject: Memo to Cason for today's meeting
To: Steve Glomb <Steve_Glomb@ios.doi.gov>
Cc: "Benjamin M. Simon" <Benjamin_Simon@ios.doi.gov>, Shawn Buckner <shawn_buckner@ios.doi.gov>

Steve see attached for the memo I promised.

It looks like we still have a meeting with Jim Cason on the calendar for 3 pm. It would be great if he could have a look at this memo beforehand. I think he'll appreciate having the context.

Thanks!

Joel

Joel Clement - Director, Office of Policy Analysis, U.S. Department of the Interior 202.208.3295

INFORMATION MEMORANDUM FOR THE ACTING DEPUTY SECRETARY

DATE: April 13, 2017
FROM: Joel Clement, Director, Office of Policy Analysis
THROUGH: Steve Glomb, Acting DAS-Policy and International Affairs
SUBJECT: Follow-up from meeting with the Secretary

PURPOSE

On Monday, April 3rd, Secretary Zinke met with the staff of the Office of Policy Analysis (PPA) to introduce himself and learn more about the roles and functions of the office. This memo provides follow-up suggestions for PMB leadership based upon the Secretary's discussion with the team.

BACKGROUND

During his visit, the Secretary presented his priorities and expectations for the Department, and listened to brief presentations on the role of PPA. The Secretary raised several areas in which he felt PPA could play an important role:

- He noted that the bureau-neutral coordination role of the office will be important for implementing his ideas regarding the joint command model.
- While discussing our expertise in recreation economics, he asked for help bringing in more revenue from federal lands, for example by more effectively "monetizing" DOI equities such as National Parks and Refuges.
- He noted that our cross-DOI expertise in energy leasing and production issues will be useful for advancing his energy production goals.
- He reflected on what the team of PPA economists could add to infrastructure initiatives going forward.
- He remarked on linkages between our expertise in program evaluation and his priorities related to accountability.

RECOMMENDATIONS

The Office of Policy Analysis can offer the following resources and analyses to the issues raised by the Secretary during our discussion, presented in the same order as the bullets above:

1. 'Joint Command' approach: PPA can examine past efforts to improve the effectiveness of DOI programs and activities through consolidation and integration of multiple agency administrative and management functions. The office can evaluate these models as well as identify best practices for implementing similar approaches at DOI.

2. Recreation Revenue: PPA has substantial expertise in recreation economics and provides the Recreation Fee Triennial Reports to Congress. We can develop a menu of new options and estimate associated revenues.
3. Energy Independence: PPA has substantial expertise in energy production on federal lands and knowledge of BLM, ONRR, BOEM, and BSEE programs and activities. PPA can work with the bureaus to help coordinate implementation of the recent EO/SO on energy independence, analyze options and implementation approaches, and provide updated analysis of royalty programs.
4. Infrastructure: PPA economists can help develop an approach to prioritizing potential infrastructure investments. They can also provide estimates of employment and economic outputs associated with infrastructure spending.
5. Accountability: PPA has the skills and capacity to evaluate existing Department programs and processes to improve program delivery, strengthen accountability, and benchmark best practices across the public and private sector.

While the Secretary did not raise tribal issues as one of his top priorities, he has done so in the past, and PPA has substantial knowledge of tribal and federal data that can be used to help understand program performance and the factors that drive economic growth in Indian country. The office can develop options and approaches to help promote such growth and evaluate the effectiveness of BIA/BIE programs.

It was an honor to welcome the Secretary here in the Office of Policy Analysis, and, given the opportunity, we look forward to working with agency leadership to advance these important issues.

For more information contact Joel Clement, PPA Director, at joel_clement@ios.doi.gov

To: Steve Glomb[steve_glomb@ios.doi.gov]
From: Holley, Amy
Sent: 2017-05-15T10:17:01-04:00
Importance: Normal
Subject: Fwd: Mussels Update
Received: 2017-05-15T10:17:27-04:00

Haven't the NISC meetings been postponed? Or am I confusing events...

----- Forwarded message -----

From: **Clement, Joel** <joel_clement@ios.doi.gov>

Date: Mon, May 15, 2017 at 9:29 AM

Subject: Mussels Update

To: Steve Glomb <Steve_Glomb@ios.doi.gov>, Amy Holley <Amy_Holley@ios.doi.gov>

Cc: Hilary Smith <hilary_smith@ios.doi.gov>, Shawn Buckner <shawn_buckner@ios.doi.gov>, Sarah Abdelrahim <Sarah_Abdelrahim@ios.doi.gov>

Update on mussels work with ASWS hallway:

PPA continues to lend support to Water and Science for planning the proposed WGA/NISC event on June 28 in Whitefish, MT in coordination with the WGA summer meeting (June 26-28).

We are coordinating 6 intergovernmental subcommittees and leading the Policy & Coordination subcommittee. Subcommittees are identifying actions to address invasive mussels in the West, with a focus on the Columbia River Basin and Lower Colorado River. This involves weekly calls with W/S and subcommittees regarding progress on potential commitments. Potential commitments are due May 22-June 5. They will be reviewed, packaged, and cleared to be put forward as deliverables to be announced at the event.

As part of the Policy and Coordination committee, one of the options we are exploring is a path forward for the DOI Invasive Species Policy, signed in January but not announced. Scott Cameron reviewed and provided suggested edits for us to consider.

We are supporting W/S and BOR RD Lorri Gray to organize a call on 5/18 to brief interested DOI/bureau leadership on this initiative.

We also are participating in weekly interagency calls led by Jamie Reaser in regard to logistical plans and content for the NISC meeting. Discussions are ongoing between W/S, WGA, and the NISC Secretariat about the best way to proceed given such a tight timeline.

Let me know if you have any questions,

Joel

To: Holley, Amy[amy_holley@ios.doi.gov]
From: Glomb, Steve
Sent: 2017-05-15T10:22:23-04:00
Importance: Normal
Subject: Re: Mussels Update
Received: 2017-05-15T10:22:30-04:00

I think it's just the advisory committee (ISAC) that falls under the pause/postponement. NISC is the interagency coordinating group - inside government. My (potentially limited) understanding is that the Sec and others still plan to meet as NISC at the Western Governors Association meeting this summer. I can double-check with Jamie to be sure

On Mon, May 15, 2017 at 10:17 AM, Holley, Amy <amy_holley@ios.doi.gov> wrote:

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To: Steve Glomb <Steve_Glomb@ios.doi.gov>, Amy Holley <Amy_Holley@ios.doi.gov>
Cc: Hilary Smith <hilary_smith@ios.doi.gov>, Shawn Buckner <shawn_buckner@ios.doi.gov>, Sarah Abdelrahim <Sarah_Abdelrahim@ios.doi.gov>

Update on mussels work with ASWS hallway:

PPA continues to lend support to Water and Science for planning the proposed WGA/NISC event on June 28 in Whitefish, MT in coordination with the WGA summer meeting (June 26-28).

We are coordinating 6 intergovernmental subcommittees and leading the Policy & Coordination subcommittee. Subcommittees are identifying actions to address invasive mussels in the West, with a focus on the Columbia River Basin and Lower Colorado River. This involves weekly calls with W/S and subcommittees regarding progress on potential commitments. Potential commitments are due May 22-June 5. They will be reviewed, packaged, and cleared to be put forward as deliverables to be announced at the event.

As part of the Policy and Coordination committee, one of the options we are exploring is a path forward for the DOI Invasive Species Policy, signed in January but not announced. Scott Cameron reviewed and provided suggested edits for us to consider.

We are supporting W/S and BOR RD Lorri Gray to organize a call on 5/18 to brief interested DOI/bureau leadership on this initiative.

We also are participating in weekly interagency calls led by Jamie Reaser in regard to logistical plans and content for the NISC meeting. Discussions are ongoing between W/S, WGA, and the NISC Secretariat about the best way to proceed given such a tight timeline.

Let me know if you have any questions,

Joel

To: Amy Holley[amy_holley@ios.doi.gov]
From: Glomb, Steve
Sent: 2017-05-17T15:35:56-04:00
Importance: Normal
Subject: Fwd: ethics
Received: 2017-05-17T15:36:02-04:00
[PPA and Ethics assignment.docx](#)

Amy -

Just changing Acting Dep Sec to Associate Dep Sec to reflect Jim's newly official title. Other than that it looks good to go

----- Forwarded message -----

From: **Clement, Joel** <joel_clement@ios.doi.gov>
Date: Wed, May 17, 2017 at 11:35 AM
Subject: ethics
To: Steve Glomb <Steve_Glomb@ios.doi.gov>

Still waiting on word from Jim/Amy on whether that outline of the ethics assignment is accurate. We're in a holding pattern until then. Amy can probably interpret and respond. I've re-attached it here so you have it handy.

Joel Clement - Director, Office of Policy Analysis, U.S. Department of the Interior 202.208.3295

Ethics Office Assignment

The Secretary has indicated a strong interest in improving the ethics culture in the Department, with an expectation that DOI will be second to none in implementing workplace behavior and ethics standards.

Jonathan Steele in the Office of Policy Analysis will work with Dave LeCroix in the Office of Ethics to provide analysis and reports that address the following questions posed by leadership:

1. How do other agencies in the Federal family implement ethics training activities?
2. What standards and best practices guide these agencies as they address ethics violations?
3. How does DOI compare to these other agencies in terms of standards, implementation, and results?
4. What resources, such as annual ethics training resources, are available for DOI use?
5. How can we raise the bar at DOI in terms of annual training and implementation?

The team will provide analytical support for addressing these questions, and a report will be provided to the Ethics Office, Policy Office, and Acting Deputy Secretary's office at the conclusion of the assignment or as requested.

To: Glomb, Steve[steve_glomb@ios.doi.gov]
From: Holley, Amy
Sent: 2017-05-17T16:13:49-04:00
Importance: Normal
Subject: Re: ethics
Received: 2017-05-17T16:14:16-04:00

I'll take it up to Jim. I think he may be concerned that the assignment has not yet started...

On Wed, May 17, 2017 at 3:35 PM, Glomb, Steve <steve_glomb@ios.doi.gov> wrote:

Amy -

Just changing Acting Dep Sec to Associate Dep Sec to reflect Jim's newly official title. Other than that it looks good to go

----- Forwarded message -----

From: **Clement, Joel** <joel_clement@ios.doi.gov>
Date: Wed, May 17, 2017 at 11:35 AM
Subject: ethics
To: Steve Glomb <Steve_Glomb@ios.doi.gov>

Still waiting on word from Jim/Amy on whether that outline of the ethics assignment is accurate. We're in a holding pattern until then. Amy can probably interpret and respond. I've re-attached it here so you have it handy.

Joel Clement - Director, Office of Policy Analysis, U.S. Department of the Interior 202.208.3295

To: Amy Holley[amy_holley@ios.doi.gov]
From: Glomb, Steve
Sent: 2017-05-18T14:58:33-04:00
Importance: Normal
Subject: Fwd: Invitation: Quagga/Zebra Mussel Initiative & NISC Mtg - DOI Check-in @ Thu May 18, 2017 4:30pm - 5pm (sarah_abdelrahim@ios.doi.gov)
Received: 2017-05-18T14:58:40-04:00
[invite.ics](#)

passing along an invite to a meeting later this afternoon. I'm not planning on going, but looks like Jamie, Joel, and their people have it covered along with a big throng of others

----- Forwarded message -----

From: **Clement, Joel** <joel_clement@ios.doi.gov>
Date: Thu, May 18, 2017 at 2:23 PM
Subject: Fwd: Invitation: Quagga/Zebra Mussel Initiative & NISC Mtg - DOI Check-in @ Thu May 18, 2017 4:30pm - 5pm (sarah_abdelrahim@ios.doi.gov)
To: Steve Glomb <Steve_Glomb@ios.doi.gov>

Steve - if you or Amy are interested in plugging into the mussels process there is a meeting this afternoon.

Joel

Joel Clement - Director, Office of Policy Analysis, U.S. Department of the Interior 202.208.3295

----- Forwarded message -----

From: **Smith, Hilary** <hilary_smith@ios.doi.gov>
Date: Wed, May 17, 2017 at 5:52 PM
Subject: Fwd: Invitation: Quagga/Zebra Mussel Initiative & NISC Mtg - DOI Check-in @ Thu May 18, 2017 4:30pm - 5pm (sarah_abdelrahim@ios.doi.gov)
To: Joel Clement <joel_clement@ios.doi.gov>

Joel,

Here is the invite for an update on the mussels initiative to share with Steve and others in PMB if they are interested. There will be opportunities for updates if they can't make this call.

----- Forwarded message -----

From: **Hilary Smith** <hilary_smith@ios.doi.gov>
Date: Wed, May 17, 2017 at 5:36 PM
Subject: Updated Invitation: Quagga/Zebra Mussel Initiative & NISC Mtg - DOI Check-in @ Thu May 18, 2017 4:30pm - 5pm (sarah_abdelrahim@ios.doi.gov)

This event has been changed.

[more details »](#)

Changed: Quagga/Zebra Mussel Initiative & NISC Mtg - DOI Check-in

Changed: Description: Scott Cameron, Special Assistant to the Secretary, Water & Science, will provide an overview of planning efforts to identify actions that will enhance coordination and focus more intense effort aimed at significantly reducing the risk of quagga/zebra mussels, with particular attention to the Columbia River Basin. The vision is for the Secretary and his counterparts to highlight these actions in conjunction with the inaugural meeting of the National Invasive Species Council (NISC) under this Administration, proposed to take place in coordination with the WGA's summer meeting in Whitefish, June 26-28.

Agenda:

- 1) Overview of mussels initiative, NISC meeting intent & process to-date
- 2) DOI, federal agency, state, and tribal engagement & progress of subcommittees
- 3) Status of planning & participation at meeting
- 4) Q & A and Next Steps

When Thu May 18, 2017 4:30pm – 5pm Eastern Time

Where Room 6641; Call (b)(5) ([map](#))

Calendar sarah_abdelrahim@ios.doi.gov

Who

- michelle_brown@ios.doi.gov - organizer

- jraby@blm.gov
- lgray@usbr.gov
- michael_thabault@fws.gov
- ddlynch@usgs.gov
- bert_frost@nps.gov
- john_wullschleger@nps.gov
- cregan@usgs.gov
- nicole_tsugawa@fws.gov
- david.wooten@bia.gov
- scarman@blm.gov
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- tcounihan@usgs.gov
- joanne_grady@fws.gov
- darryl.lacounte@bia.gov
- robyn_thorson@fws.gov

- tfulp@usbr.gov
- charisa_morris@fws.gov
- alan_ellsworth@nps.gov
- ray_sauvajot@nps.gov
- ryan_nichols@ios.doi.gov
- asepulveda@usgs.gov
- draff@usbr.gov
- joel_clement@ios.doi.gov
- mphilbin@blm.gov
- scott_cameron@ios.doi.gov
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- stewart_jacks@fws.gov
- roy_elicker@fws.gov
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- rsuazo@blm.gov
- laura_joss@nps.gov
- shirley_gillum@fws.gov
- stanley_burgiel@ios.doi.gov
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- rhotalin@blm.gov
- hilary_smith@ios.doi.gov
- kbail@blm.gov
- rick_obernesser@nps.gov
- kkelleh@blm.gov
- david_hoskins@fws.gov
- jim_kurth@fws.gov
- jamie_reaser@ios.doi.gov
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- craig_martin@fws.gov
- david_miko@fws.gov
- jconnell@blm.gov
- guy_adema@nps.gov
- sarah_abdelrahim@ios.doi.gov
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- jmkilpat@usgs.gov
- elaine_leslie@nps.gov
- noreen_walsh@fws.gov
- jcarrington@usbr.gov
- swaste@usgs.gov

Going? **Yes - Maybe - No** [more options »](#)

Invitation from [Google Calendar](#)

You are receiving this email at the account sarah_abdelrahim@ios.doi.gov because you are subscribed for updated invitations on calendar sarah_abdelrahim@ios.doi.gov.

To stop receiving these emails, please log in to <https://www.google.com/calendar/> and change your notification settings for this calendar.

Forwarding this invitation could allow any recipient to modify your RSVP response. [Learn More](#).

--

Sarah Abdelrahim
Office of Policy Analysis
U.S. Department of the Interior
1849 C Street NW
Washington, D.C. 20240

202-208-4978
Sarah_Abdelrahim@ios.doi.gov

--

Hilary Smith

Invasive Species Coordinator
U.S. Department of the Interior
Office of Policy Analysis, 3522 MIB, MS-3530
1849 C Street, N.W.
Washington, DC 20240

Office: 202.208.4103
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Hilary_Smith@ios.doi.gov

**Quagga/Zebra Mussel Initiative & NISC Mtg - DOI Check-in
Room 6641; Call (b)(5) Leader:**

(b)(5)

**20170518T203000Z
CONFIRMED**

PRODIG

-//Google Inc//Google Calendar 70.9054//EN

Version

2.0

CALSCALE

GREGORIAN

METHOD

REQUEST

Start Date/Time

20170518T203000Z

End Date/Time

20170518T210000Z

DTSTAMP

20170517T213619Z

ORGANIZER (CN=michelle_brown@ios.doi.gov)

mailto:michelle_brown@ios.doi.gov

UID

5qd7qidbub84526r0fsn7jt55o@google.com

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CREATED

20170508T181301Z

Description

Description: Scott Cameron, Special Assistant to the Secretary, Water & Science, will provide an overview of planning efforts to identify actions that will enhance coordination and focus more intense effort aimed at significantly reducing the risk of quagga/zebra mussels, with particular attention to the

Columbia River Basin. The vision is for the Secretary and his counterparts to highlight these actions in conjunction with the inaugural meeting of the National Invasive Species Council (NISC) under this Administration, proposed to take place in coordination with the WGA's summer meeting in Whitefish, June 26-28.

Agenda:

- 1) Overview of mussels initiative, NISC meeting intent & process to-date
- 2) DOI, federal agency, state, and tribal engagement & progress of subcommittees
- 3) Status of planning & participation at meeting
- 4) Q & A and Next Steps

View your event at

https://www.google.com/calendar/event?action=VIEW&eid=NXFkN3FpZGJ1Yjg0NTI2cjBmc243anQ1NW8gc2FyYWwhfYWJkZWxyYWVhpbUBpb3MuZG9pLmdvdg&tok=MjYjbWljaGVsbGVfYnJvd25AaW9zLmRvaS5nb3Y5ZjJhNmY2Mzc2NjEyMDI4NTEzNjJiODZmM2E5NTVkOTMyYmFjZjFm&ctz=America/New_York&hl=en

Last Modified

20170517T213619Z

Location

Room 6641; Call (b)(5)

Sequence Number

0

Status

CONFIRMED

Summary

Quagga/Zebra Mussel Initiative & NISC Mtg - DOI Check-in

Time Transparency

OPAQUE

To: Catherine Callaway[catherine_callaway@ios.doi.gov]
From: Holley, Amy
Sent: 2017-05-22T09:25:59-04:00
Importance: Normal
Subject: Fwd: draft detail memo on Monuments assignment
Received: 2017-05-22T09:26:26-04:00
[DRAFT Bowman detail memo.docx](#)

Can you put in the correct format (and edit if necessary)? I think it should either go from Jim to Joel or me to Joel with a cc: to the others....Thank you!

----- Forwarded message -----

From: **Cason, James** <james_cason@ios.doi.gov>
Date: Sun, May 21, 2017 at 4:13 PM
Subject: Fwd: draft detail memo on Monuments assignment
To: "Holley, Amy" <amy_holley@ios.doi.gov>

Can you fix this for you/me to sign?

----- Forwarded message -----

From: **Bowman, Randal** <randal_bowman@ios.doi.gov>
Date: Mon, May 1, 2017 at 3:56 PM
Subject: draft detail memo on Monuments assignment
To: James Cason <james_cason@ios.doi.gov>

This is attached. Thanks again for the opportunity.

DRAFT

Memorandum

To: Joel Clement, Director, Office of Policy Analysis
Through: Amy Holly, Acting Assistant Secretary, Policy, Management and Budget
Through: Steve Glomb, Acting Deputy Assistant Secretary for Policy and International Affairs
From: James Cason, Acting Deputy Secretary
Subject: Detail of Randal Bowman to this office for 140 days

Please detail Randal Bowman of your staff to my office for 140 days, subject to extension if needed, to serve as the Department's staff lead for the review of National Monuments called for in Executive Order 13792. He will report to myself and to Downey Magallanes of the Secretary's immediate office.

It is my understanding that there is no problem with his continuing to work from his current office for this assignment.

During this time he will also continue to staff the Interagency Working Group on Energy Permitting and Development in Alaska, but should be relieved of all other assignments.

To: Steve Glomb[steve_glomb@ios.doi.gov]
From: Holley, Amy
Sent: 2017-05-22T14:43:59-04:00
Importance: Normal
Subject: Re: Findings: DOI Invasive Species Data Management
Received: 2017-05-22T14:44:25-04:00

Thank you I did not. Did they brief anyone? In particular, they should be considering who to coordinate the next steps with.

On Mon, May 22, 2017 at 1:42 PM, Steve Glomb <steve_glomb@ios.doi.gov> wrote:

Fyi in case you didn't get this already from Joel.

Sent from my Verizon, Samsung Galaxy smartphone

----- Original message -----

From: "Clement, Joel" <joel_clement@ios.doi.gov>
Date: 5/22/17 9:58 AM (GMT-06:00)
To: Jim Kurth <jim_kurth@fws.gov>, Ira.newbreast@bia.gov, David Koch <david.koch@bia.gov>, yulan.jin@bia.gov, David Wooten <david.wooten@bia.gov>, Peter Wakeland <peter.wakeland@bia.gov>, Ronald Dunton <rdunton@blm.gov>, Gina Ramos <gramos@blm.gov>, Stephanie Carman <scarman@blm.gov>, "Jossie, Abbie E" <ajossie@blm.gov>, r5lee@blm.gov, Karen Prentice <kprentic@blm.gov>, j2hall@blm.gov, Megan Davidson <megan.davidson@boem.gov>, Michael Rasser <Michael.rasser@boem.gov>, David Fish <david.fish@bsee.gov>, Glenn Degnitz <glenn.degnitz@bsee.gov>, Stephanie Toothman <Stephanie_toothman@nps.gov>, Raymond Sauvajot <ray_sauvajot@nps.gov>, Guy Adema <guy_adema@nps.gov>, "Elaine Leslie@nps.gov" <elaine_leslie@nps.gov>, rick_obernesser@nps.gov, bob_vogel@nps.gov, Herbert Frost <bert_frost@nps.gov>, sue_masica@nps.gov, cam_sholly@nps.gov, laura_joss@nps.gov, stan_austin@nps.gov, jonathan_meade@nps.gov, joel_hard@nps.gov, Nikolao Pula <nikolao_pula@ios.doi.gov>, Sterling Rideout <srideout@osmre.gov>, David Raff <draff@usbr.gov>, Lisa Vehmas <lvehmas@usbr.gov>, Jolene Trujillo <jtrujillo@usbr.gov>, Anne Kinsinger <akinsinger@usgs.gov>, "Burkett, Virginia" <Virginia_burkett@usgs.gov>, Donald Cline <dcline@usgs.gov>, Kevin Gallagher <kgallagher@usgs.gov>, William H Werkheiser <whwerkhe@usgs.gov>, Shannon_estenoz@ios.doi.gov, Steve Glomb <steve_glomb@ios.doi.gov>, David Downes <david_downes@ios.doi.gov>, Bryan Rice <bryan_rice@ios.doi.gov>, Thomas Dabolt <thomas_dabolt@ios.doi.gov>
Cc: Hilary Smith <hilary_smith@ios.doi.gov>, Annie Simpson <asimpson@usgs.gov>, Cynthia Kolar <ckolar@usgs.gov>, earl_campbell <ewcampbell@usgs.gov>, Cynthia_martinez@fws.gov, Gary Frazer <gary_frazer@fws.gov>, David Hoskins <david_hoskins@fws.gov>, David Miko <david_miko@fws.gov>, Craig Martin <craig_martin@fws.gov>, john_klavitter@fws.gov, jeffrey_herod@fws.gov, karen_anderson@fws.gov, jana_newman@fws.gov, Jennifer_sieracki@nps.gov, Lthornley@blm.gov, pfuller@usgs.gov, Charisa Morris <charisa_morris@fws.gov>
Subject: Findings: DOI Invasive Species Data Management

Key Findings from DOI Invasive Species Data Management Assessment

Colleagues,

We're pleased to share a briefing paper and the summary of results from an assessment of DOI's invasive species data management practices. These documents were informed by a questionnaire circulated to DOI employees last fall that bureaus helped to distribute.

The DOI Invasive Species Task Force, an interbureau leadership team coordinated by DOI's Office of Policy Analysis, led this effort. The purpose was to assess data practices and opportunities to improve coordination and apply data management solutions to help strengthen efforts to prevent, eradicate, and control invasive species.

The importance of data collection, analysis, and sharing extends beyond the invasive species community. Therefore the Task Force is considering next steps to implement recommendations in the context of both internal and external data management initiatives that may be in progress.

If you have questions, suggestions, or are aware of complementary data management initiatives, please contact Hilary Smith, hilary_smith@ios.doi.gov, DOI's Invasive Species Coordinator.

Regards,

Joel

Joel Clement - Director, Office of Policy Analysis, U.S. Department of the Interior 202.208.3295

To: Holley, Amy[amy_holley@ios.doi.gov]
From: Olivia Ferriter
Sent: 2017-05-23T17:56:07-04:00
Importance: Normal
Subject: Re: Indur Goklany Detail
Received: 2017-05-23T17:56:14-04:00

Good grief!

Sent from my iPhone

On May 23, 2017, at 5:54 PM, Holley, Amy <amy_holley@ios.doi.gov> wrote:

We need to discuss this tomorrow before any paperwork is completed. As I understand it, Goks has not left PPA but is working on an assignment for Jim. Rather than continue this through email and add to the confusion, I think it best we discuss in person tomorrow.

----- Forwarded message -----

From: Clement, Joel <joel_clement@ios.doi.gov>
Date: Tue, May 23, 2017 at 5:49 PM
Subject: Re: Indur Goklany Detail
To: "Goklany, Indur" <indur_goklany@ios.doi.gov>
Cc: "Gulac, Catherine" <catherine_gulac@ios.doi.gov>, Amy Holley <amy_holley@ios.doi.gov>

Goks we know your title here at PPA. We need your title for this detail. I assume Advisor to the Deputy Secretary or something, but will await word from upstairs. Amy, Chloe will also need your organizational code for the paperwork, but we'll use ASPMB for now. She will back-date it to May 1, which is when I understand Goks left PPA and started working directly for Jim Cason.

Thanks.

Joel

Joel Clement - Director, Office of Policy Analysis, U.S. Department of the Interior 202.208.3295

On Tue, May 23, 2017 at 5:33 PM, Goklany, Indur <indur_goklany@ios.doi.gov> wrote:

My title is Senior Advisor, PPA. Thanks

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Thanks.

Cathy

Catherine Gulac
U.S. Department of the Interior
Office of the Deputy Secretary
1849 C St, NW, MS-7328
Washington, D.C. 20240
202-208-6291 Office / 202-208-1739 Direct / 202-208-1873 Fax
Catherine_Gulac@ios.doi.gov

To: Holley, Amy[amy_holley@ios.doi.gov]
From: Steve Glomb
Sent: 2017-05-23T18:28:39-04:00
Importance: Normal
Subject: Re: Indur Goklany Detail
Received: 2017-05-23T18:28:47-04:00

Not sure what I can add but let me know if you need me on this call tomorrow and I can try to step away from the meeting for a few minutes.

Sent from my Verizon, Samsung Galaxy smartphone

----- Original message -----

From: "Holley, Amy" <amy_holley@ios.doi.gov>
Date: 5/23/17 4:54 PM (GMT-06:00)
To: Joel Clement <Joel_Clement@ios.doi.gov>, Steve Glomb <steve_glomb@ios.doi.gov>
Subject: Fwd: Indur Goklany Detail

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----- Forwarded message -----

From: **Clement, Joel** <joel_clement@ios.doi.gov>
Date: Tue, May 23, 2017 at 5:49 PM
Subject: Re: Indur Goklany Detail
To: "Goklany, Indur" <indur_goklany@ios.doi.gov>
Cc: "Gulac, Catherine" <catherine_gulac@ios.doi.gov>, Amy Holley <amy_holley@ios.doi.gov>

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To: Steve Glomb[steve_glomb@ios.doi.gov]
From: Amy Holley
Sent: 2017-05-23T18:37:35-04:00
Importance: Normal
Subject: Re: Indur Goklany Detail
Received: 2017-05-23T18:37:43-04:00

No worries! Just wanted you to be in the loop..,

Sent from my iPhone

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Catherine_Gulac@ios.doi.gov

To: Amy Holley[amy_holley@ios.doi.gov]
From: Steve Glomb
Sent: 2017-05-23T20:39:45-04:00
Importance: Normal
Subject: Re: Indur Goklany Detail
Received: 2017-05-23T20:39:54-04:00

Ok. Thanks.

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----- Original message -----

From: Amy Holley <amy_holley@ios.doi.gov>
Date: 5/23/17 5:37 PM (GMT-06:00)
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To: James Cason[james_cason@ios.doi.gov]
Cc: Gareth Rees[gareth_rees@ios.doi.gov]
From: Holley, Amy
Sent: 2017-05-24T18:23:22-04:00
Importance: Normal
Subject: Fwd: Progress update on Indian Education
Received: 2017-05-24T18:23:52-04:00
Submitted PPA AdequateYearlyProgress 20170524 w cover.docx

----- Forwarded message -----

From: **Clement, Joel** <joel_clement@ios.doi.gov>
Date: Wed, May 24, 2017 at 3:54 PM
Subject: Progress update on Indian Education
To: Amy Holley <Amy_Holley@ios.doi.gov>, Steve Glomb <Steve_Glomb@ios.doi.gov>
Cc: Shawn Buckner <shawn_buckner@ios.doi.gov>, "Benjamin M. Simon"
<Benjamin_Simon@ios.doi.gov>

Please find attached the first of two deliverables for Jim Cason regarding our work with BIE.
The final report will go deeper and be sent to you on June 26.

Joel Clement - Director, Office of Policy Analysis, U.S. Department of the Interior 202.208.3295

Update on Progress: Review of Bureau of Indian Education School Performance Data

*Prepared by the Office of Policy Analysis
May 24, 2017*

Executive Summary

This paper is an update on the Office of Policy Analysis review of Bureau of Indian Education (BIE)-funded schools' performance using data associated with Adequate Yearly Progress (AYP) for school years (SYs) 2009-2010 to 2012-2013. This update includes a brief, qualitative description of AYP indicators across the 23 states with BIE-funded schools, and descriptive statistics on AYP determinations. AYP was the year-to-year measure used by states to determine accountability for student performance, as required by the No Child Left Behind Act of 2001 (NCLB). An AYP "Determination" refers to whether or not a school made AYP in a given school year.

Initial Findings

- AYP determinations, while readily available, cannot be compared across states and do not reflect high and low performing schools for the following reasons:^{1,2}
 - states established different goals and targets;
 - beginning in 2011 many states were exempted from having to report AYP;
 - many schools automatically made AYP, regardless of performance, if their enrollment was below a state-determined cutoff; and
 - schools are no longer required to report AYP determinations, as of 2015.
- The common AYP indicators across all 23 states with BIE schools (graduation rate, math and reading scores, participation rate, and attendance) are more difficult to compile but will likely be more useful for measuring school performance.
- Based on AYP determinations alone:
 - eighteen of the 173 non-dormitory BIE schools made AYP every year and 72 schools never made AYP throughout the study period;
 - annually, an average of 31% of BIE-funded schools made AYP over the study period; and
 - in SY 2011, the only year for which AYP are available for all states, the percentage of BIE-funded schools that made AYP was 15 percentage points lower than public schools in the 23 states that have BIE-funded schools and 20 percentage points lower than the U.S. total.

Next Steps

AYP determinations alone, while readily available, are insufficient to meaningfully measure and compare BIE school performance. Despite this shortcoming, we analyzed the AYP

¹ Kingsbury Center at NWEA. The Bureau of Indian Education: 2009-2010 Baseline Data Report. 2011. P 6-7.

² Riddle, W. & Kober N. (2011) Center on Education Policy. 2011. State Policy Differences Greatly Impact AYP Numbers. P 18.

determinations to identify specific questions for further analysis using the underlying academic indicator data. These underlying data are fragmented and not readily available. However, BIE is currently compiling them for PPA analysis. This proposed analysis of common indicators will begin as soon as BIE provides the data. *The final report, to be delivered June 26th, will include an analysis of these underlying AYP data in order to provide a better assessment of school performance.*

Introduction

The Office of Policy Analysis (PPA) is conducting a study of student achievement in Bureau of Indian Education (BIE)-funded schools. This paper provides an update on PPA's work and includes a qualitative description of AYP indicators across states with BIE-funded schools and descriptive statistics on AYP determinations, which BIE had readily available³. We found that for many reasons, AYP determinations are not sufficient to measure school performance AYP was the year-to-year measure used by states to determine accountability for student performance as required by the No Child Left Behind Act of 2001 (NCLB). An AYP "Determination" refers to whether or not a school made AYP in a given school year.

PPA addressed the following questions in this paper:

1. What are the highest and lowest performing schools in the BIE school system, based on AYP determinations over the most recent five years?
2. What are the common indicators among AYP criteria across the 23 states in which BIE schools are located?
3. What other data are useful to determine the highest and lowest performing schools in the BIE school system?

The final report will include an analysis of the underlying AYP indicators common to BIE schools (i.e., assessment scores, graduation rate, attendance rate) that provide a more accurate understanding of school performance. BIE student achievement and school performance data are fragmented and not readily available. BIE is currently compiling these data for PPA analysis.

Methods

BIE provided data on AYP determinations for 173 BIE schools from SY 2010 to SY 2013. AYP determinations for public schools were collected from the Department of Education⁴. To assess the comparability of AYP determinations across the 23 states, PPA reviewed annual accountability plans to identify common AYP indicators. PPA compared AYP determinations over time and across states for BIE-funded and public schools.

BIE Background

BIE provides educational services to about 41,000 students on 64 reservations across 23 states⁵. Of the 183 BIE-funded schools, 57 are operated by the Bureau and the remaining 127 are tribally controlled. The tribally controlled schools operate under special legislation, predominantly as grant schools (P.L. 100- 297, Tribally Controlled Schools Act of 1988) or as contract schools (P.L. 93-638, Indian Self Determination and Education Assistance Act of 1975). For comparison,

³ AYP was the year-to-year measure used by states to determine accountability for student performance as required by the No Child Left Behind Act of 2001 (NCLB). "Determination" refers to a school making AYP in a given school year. The NCLB was replaced by the ESSA in 2015.

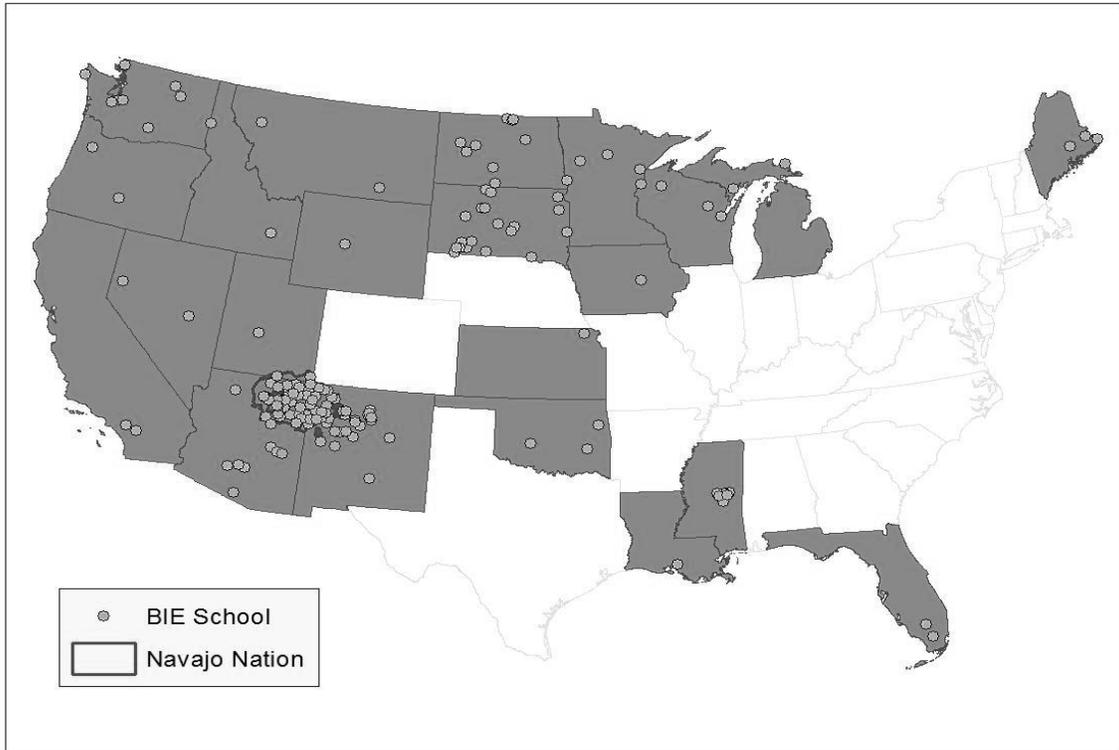
⁴ <https://eddataexpress.ed.gov/>

⁵ <https://www.bie.edu/HowAreWeDoing/index.htm>

Minneapolis, Minnesota Public Schools enroll about 36,000 students in 75 schools; Cleveland, Ohio Metropolitan School District enroll about 39,000 students in 102 schools; and Portland, Oregon Public Schools enroll about 49,000 students in 78 schools.

Figure 1 shows the location of the BIE-funded schools. Of the 173 BIE-funded schools evaluated in this study, 53% are located in Arizona and New Mexico⁶. A majority of these schools fall within the Navajo Nation reservation boundary, outlined in red.

Figure 1. Map of BIE-funded Schools



Adequate Yearly Progress Overview

Title I of the No Child Left Behind Act of 2001 (NCLB) required that Local Education Agencies (LEAs) and states use AYP as the measure of year-to-year school performance. States had the flexibility to define what constituted yearly progress, but the definition had to include, at a minimum, these specific elements: graduation rate; attendance rate; and performance on standardized tests. The goal established in NCLB was for all students to reach proficient levels in reading and math by 2014, and AYP was the performance metric used to determine if public and

⁶ 80% of schools are concentrated in six states (Arizona, New Mexico, North Dakota, South Dakota, Mississippi and Washington).

BIE-funded schools were progressing toward this goal. The NCLB was replaced by the ESSA in 2015 and schools are no longer required to report AYP determinations.

Defining AYP Within a State

Under the NCLB Act, each state established its own definition of what it means to make AYP by selecting a set of academic indicators that they determined best fit their school system. However, NCLB required all states to include the following set of indicators in their AYP definition:

1. The percentage of students testing proficient or above in reading and mathematics,
2. Whether 95% of students in those grades participated in the statewide assessment, and
3. Graduation rate for high schools, and/or attendance rate for grades 3-8.

BIE schools were required to adopt the AYP definition of their respective state but shared the common academic indicators identified above among all 23 states with BIE-funded schools.

Making AYP

In order for a school to make AYP, the school had to achieve their state's Annual Measurable Objectives (AMO) for each of the common academic indicators listed above across eight student subgroups.⁷ An AMO is a goal or target set each year by the state that defines the minimum percentage of students who must meet or exceed standards for each of the required state-determined academic indicators. The AMOs were supposed to identify a path that progresses towards the goal of 100% proficiency in reading and math by 2014. Receiving a "yes" on AYP required a school to meet or exceed the AMOs set for each indicator for each demographic group.

If a school met all AMOs for every required student subgroup, that school's AYP determination for the year was "Yes." If a state missed one AMO, their AYP determination was "No." For example, if the "all students" category within a school reached the reading and math proficiency AMO, but if one of the eight subgroups did not, the school's AYP determination for the year would be "No." For schools that did not achieve AYP, the public facing Department of Education and BIE data do not signify which indicator(s) targets were not met.

Using AYP Determinations to Analyze BIE School Performance

To analyze BIE-funded school performance using AYP data, PPA reviewed BIE-funded schools' yearly AYP determinations over four years, and compared determinations to public schools within their respective state. This analysis is presented below. However, PPA has determined

⁷ Student subgroups include Native American, Asian/Pacific Islander, Hispanic, Black, White, Students with Disabilities, English Language Learners, Free or Reduced Lunch Students.

that using only AYP determinations to evaluate BIE-funded schools' performance is problematic for the following reasons:

1. **A school's AYP determination may not be an accurate measure of performance.**
There are 37 AMOs a school must meet to make AYP. Looking exclusively at the "yes/no" determination does not provide insights into which academic indicators schools are performing well in, and which they are not. For example, a school may surpass every AMO target except for the 95% participation on the reading assessment, which would then result in its not achieving AYP. However, based on achievement scores and graduation rates, that school is performing well and meeting its targets. The AYP determination alone will not capture strong reading and math assessment scores, high graduation rates, or high attendance rates.
2. **AMOs and student assessment tests within AYP definitions vary by state.** Table 1 compares the assessments, reading and math achievement AMOs, and graduation rate AMOs for Arizona and California for two school years (SYs). These states were selected simply for illustrative purposes. The assessment used and AMOs are different for both states. Because of these varied targets, a BIE-school in California with a higher graduation rate than a school in Arizona, may have been given an AYP determination of "No," even though the California school's graduation rate is higher. Because of the state-to-state variation, it is necessary to compare the common indicators individually, rather than rely solely on the AYP determination, to evaluate and compare BIE-funded schools' performance.

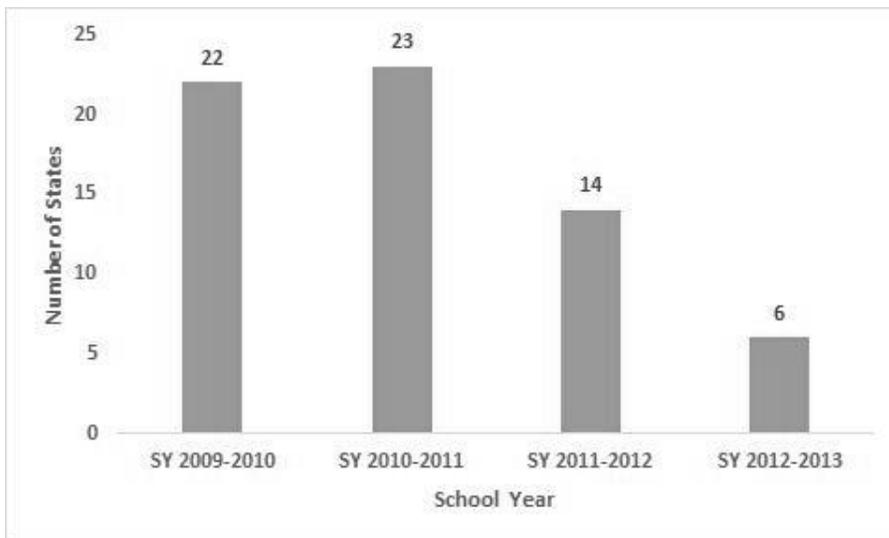
Table 1. AMOs for Arizona and California, SYs 2013-2014 and 2014-2015

State	Student Assessment Test used, 2013-2014	2013-2014 Proficiency Targets (i.e., "cut scores" on assessment tests)	2013-2014 Graduation Rate	Student Assessment Test Used, 2014-2015	2014-2015 Proficiency Targets	2014-2015 Graduation Rate
AZ	AIMS - Pearson	GR 4 Math 77 GR 4 Read 84 HS Math 75 HS Read 75	80% of 2% increase from previous year	New State Achievement Assessment Undecided	GR 4 Math 81 GR 4 Read 87 HS Math 79 HS Read 88	Grad Rate 80% or a 2% increase from previous year
CA	Smarter Balanced	2012 ELA 78.4 2012 Math 79.0 2013 ELA 89.2 2013 Math 89.5 2014 ELA 100 2014 Math 100	90% of variable growth target rate	Smarter Balanced	resetting targets when the new CCSS assessment goes into effect (2014-2015)	90% or variable growth target rate

Source: Bureau of Indian Education

- In 2011, states were offered AYP “flexibility.”** This flexibility was offered because a very large proportion of all public schools were not making AYP. However, the flexibility was not extended to BIE schools. The new flexibility offered local and state education reform in exchange for state-led efforts to close achievement gaps, promote accountability, and ensure that all students are on track to graduate, go to college, and are career-ready. The states granted a waiver were not required to provide AYP determinations. By SY 2012-2013, all but six states⁸ that have BIE-funded schools received a flexibility waiver, and did not calculate school AYP determinations, as shown in Figure 2. Waivers and flexibility prevent AYP comparisons between BIE schools and states.

Figure 2. Number of States with BIE-Funded Schools Reporting AYP Determinations, by School Year



- Small school AYP determination bias.** If a school did not meet their state’s school enrollment requirement, meaning they had too few students to be assessed, they were automatically deemed to have made AYP for the year.

⁸ The six states that did not receive ‘flexibility’ by SY 2012-2013 are California, Iowa, Minnesota, Montana, North Dakota, and Wyoming.

The Northwest Evaluation Association and the Center on Education Policy have found similar problems with AYP data comparability across states.^{9,10} Because of these complications, in addition to analyzing AYP determinations of BIE-schools, PPA is analyzing data on the common indicators within AYP (e.g., graduation rates, assessment scores, and participation rates) across BIE schools to evaluate BIE school performance. PPA is currently working with BIE to collect data required for this analysis.

Analysis of AYP Determinations of BIE-Funded Schools

Understanding the issues with using AYP determinations, this section describes AYP determination data for BIE-funded schools.

The BIE provided AYP determinations for 173 BIE-funded schools¹¹ which includes all but one non-dormitory BIE school, for SYs 2009-2010 through 2012-2013.¹² Within the data provided by BIE, a school could have one of the following three determinations for a given year:

- Yes - the school met all state academic indicator AMOs for that year, and therefore “made AYP”
- No - the school did not meet one or more of the state’s academic indicator AMOs for that year, and therefore “did not make AYP”
- Hold Harmless (HH) - the school did not receive a determination for that year due to various reasons, including a new pilot assessment given that year or the closing of the school due to facility damage, school wide illness, etc.¹³

BIE AYP Determinations, SYs 2009-2010 to 2012-2013

Figure 3 shows the percentage and counts of BIE-funded schools that made AYP (Yes), did not make AYP (No), and were classified as “Hold Harmless” (HH) for SYs 2009-2010 to 2012-2013¹⁴. A geographic representation of this figure is included in Appendix, Figure A1.

⁹ Kingsbury Center at NWEA. The Bureau of Indian Education: 2009-2010 Baseline Data Report. 2011. P 6-7.

¹⁰ Riddle, W. & Kober N. (2011) Center on Education Policy. 2011. State Policy Differences Greatly Impact AYP Numbers. P 18.

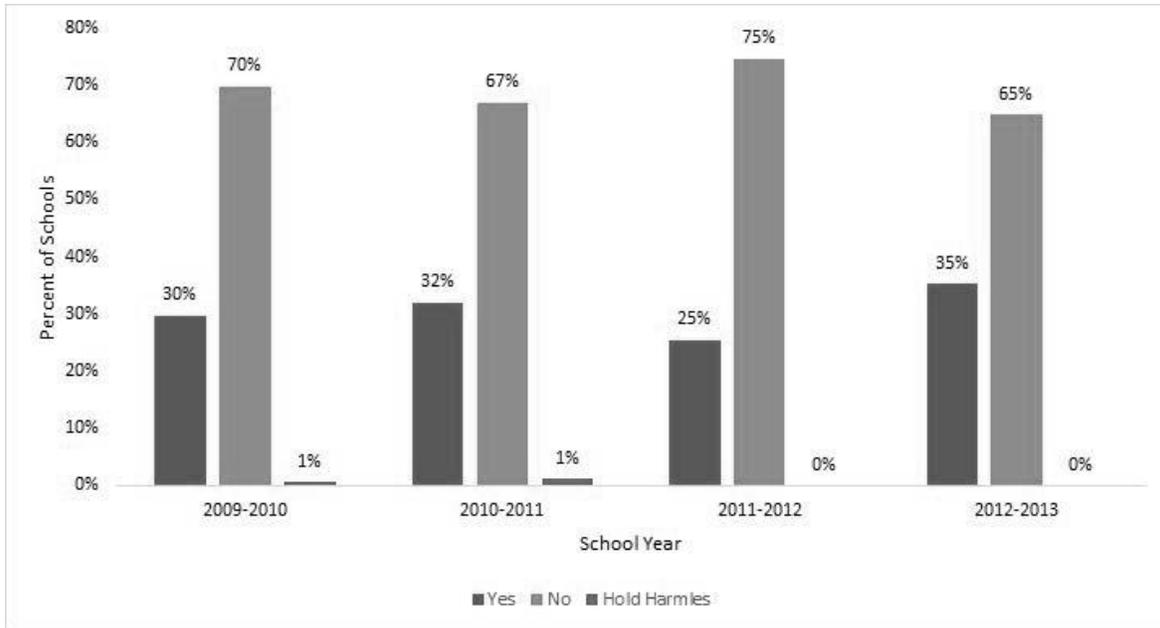
¹¹ An AYP determination was not provided for Jones Academy for SYs 2009-2010 and 2010-2011. For those two years data on 172 schools were available.

¹² An AYP determination was not provided for Cheyenne-Eagle Butte School. AYP determination for Jones academy was listed as “n/a” 2 of the three years provided.

¹³ A school may not have received a determination for multiple reasons, including piloting a new assessment, a school facility being closed due to damage caused by a natural event, a sickness outbreak during the testing window, etc.

¹⁴ Percentages were based on the number of schools without an AYP determination of “n/a” for that year. For SYs 2009/2010 to 2010/2011, the denominator is 172. For SYs 2011/2012 to 2013/2014 the denominator is 173.

Figure 3. BIE School AYP Determinations by Year, SYs 2009-2010 – 2012-2013



Over the 4-year time period, on average, 30.5% of BIE-funded schools made AYP. SY 2012-2013 experienced the highest percentage of schools making AYP, increasing 10% from SY 2011-12 to 61 (35%) BIE-funded schools making AYP. A 92% (12 schools) increase in New Mexico schools was the primary driver of the increase, accounting for 12 of the 17 schools that went from not making AYP in SY 2011-2012 to making AYP in SY 2012-2013. Additional analysis of AYP indicators will be conducted to better understand these results.

Figure 4 illustrates that of the 173 BIE-funded schools evaluated, eighteen (10.4%) made AYP in all four years, and twenty-two made (12.7%) AYP in 3 of the 4 years. Seventy-five schools (43.3%), did not make AYP any year during SYs 2009-2010 to 2012-2013.

Figure 4. Distribution of Schools Making AYP by Number of Years (SYs 2009-2010 to 2012-2013)

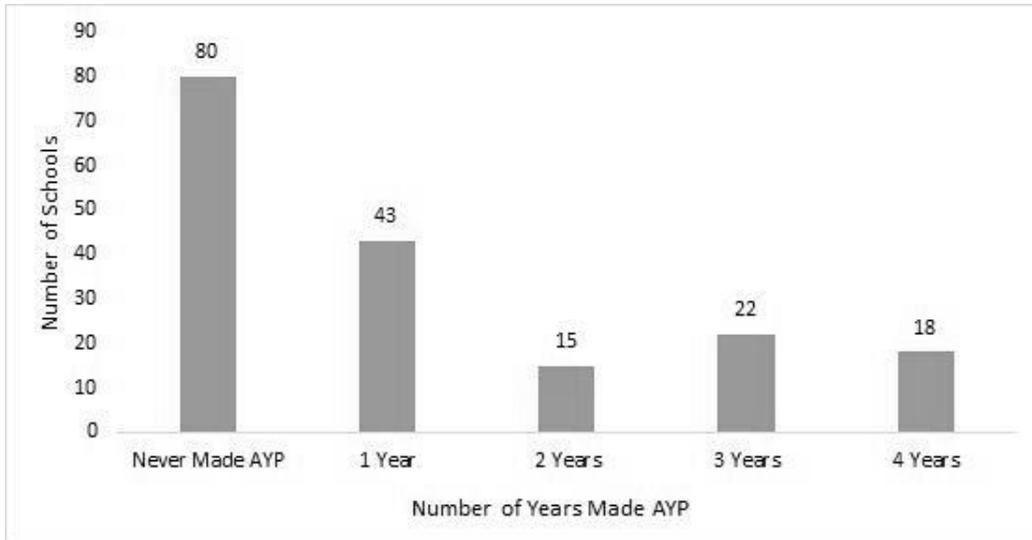
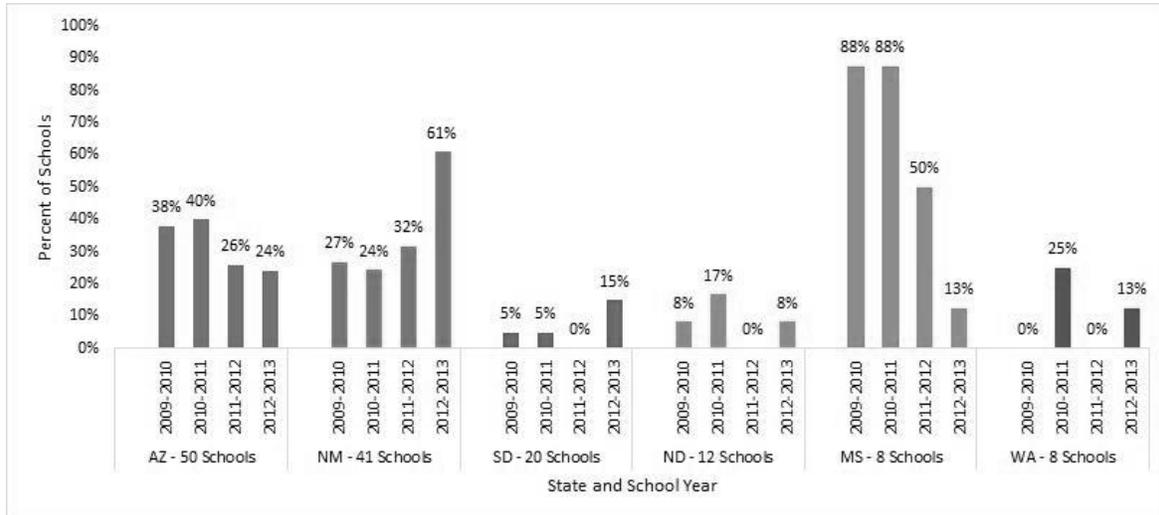


Table A1 in the appendix shows the number of years each school made AYP, sorted highest number of years to lowest. These schools should not be classified as “high performing” or “low performing” at this time because of the following limitations:

1. Schools may have made AYP each year due to being under the cutoff for number of students required to calculate AYP, as set by their respective states. More research is required to identify which schools made AYP each year due to size.
2. Schools located within different states are held to different reading and math proficiency, graduation rate, and attendance rate AMOs. Comparing the underlying AYP data removes the bias from states’ varying AMOs.
3. To make AYP, a school must meet their state’s AMOs and also have a 95% participation rate. The determination alone does not indicate which AMO the school did not meet.

BIE School AYP Determinations by State, SY 2009-2010 to 2012-2013

Of the 173 BIE-funded schools evaluated, 80.3% are concentrated in six states. The distribution of percentage BIE-funded schools and students by state is included in Appendix, Figure A2. These six states have the largest impact on overall BIE-funded schools’ yearly AYP determinations, and, due to the high number of schools, offer more comparison of schools that were held accountable to the same AYP definitions and AMOs.

Figure 5. Percent of Schools Making AYP, by States with Highest Number of Schools Over Time

For the six selected states that represents 80% of BIE schools, Mississippi had the highest percentage of schools making AYP within a given year, with 88% of schools making AYP two years in a row (SYs 2009-2010 and 2010-2011). Mississippi's percentage dropped to 50% of schools making AYP in SY 2011-2012, but still had the highest percentage for that school year. These fluctuations may be due to a variety of factors including per-capita income and school size but more analysis is needed to determine this. In SY 2012-2013, New Mexico experienced the largest positive change (29%) in schools making AYP, to 61%, the highest among the selected states for that year. South Dakota, North Dakota, and Washington also experienced increases in schools making AYP in SY 2012-2013, from 0 schools to 15% (3 schools), 8% (1 school), and 13% (1 school), respectively. Mississippi experienced its largest decline, to 13% of schools making AYP during that SY, while Arizona stayed relatively flat, with a slight decrease from 26% to 24% of schools making AYP. Of the remaining 16 states, three states had 100% of schools making AYP for 3 of the 4 years evaluated. These three states are highlighted in Appendix, Table A2. Of the three states, two have only one BIE-funded school, which offers no comparison to other BIE-funded schools.

Evaluating school performance by state controls for the variability among states' AYP definitions and AMOs. However, underlying AYP data are required to determine if:

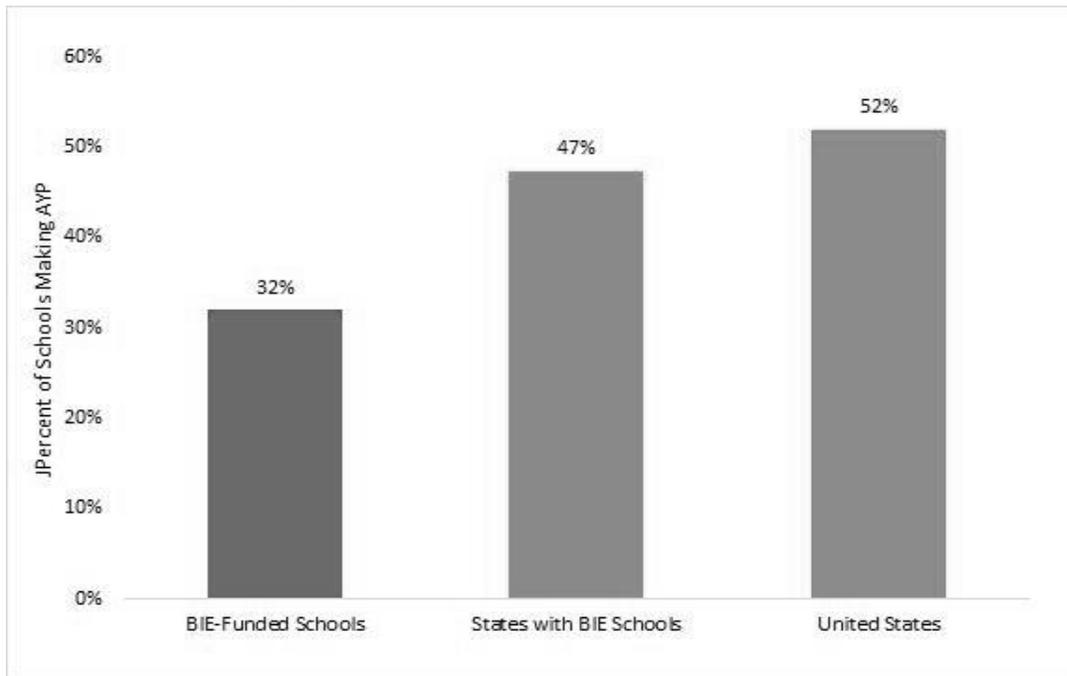
1. a change in the number of schools making AYP was caused by a change in the state's AYP definition or AMO; and

2. which academic indicator(s) for a school improved or worsened. PPA is currently working with BIE to assemble these data.

Comparison of AYP Determination of BIE Schools to Public Schools, by State

To compare BIE-funded schools to public schools, PPA used AYP determination data for SY 2010-2011 from the Department of Education’s (Ed) “Ed Data Express.”¹⁵ Due to the decline in the number of states reporting AYP determinations, it is difficult to compare the percentage of BIE-funded schools making AYP to public schools within BIE states over time. Within the 4-year time period, SY 2010-2011 was the only year in which all BIE states reported AYP determinations to Ed. Figure 6 shows the percentage of BIE-funded schools making AYP compared to public schools within BIE states, and the United States for SY 2010-2011.

Figure 6. Percent of Schools Making AYP in BIE Schools, Compared to States with BIE Schools and All States, SY 2010-2011

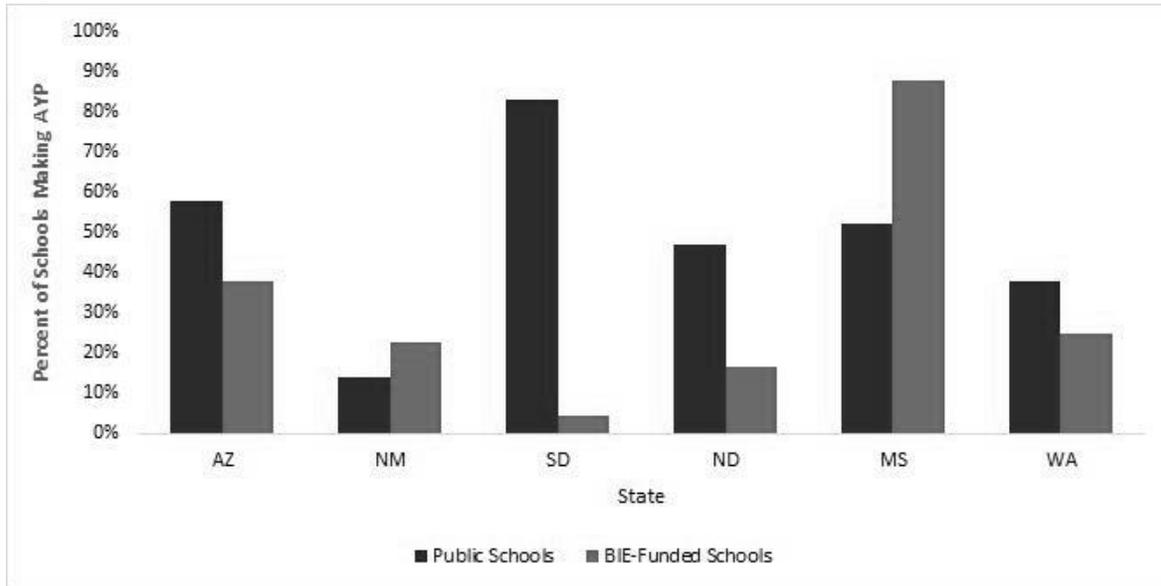


In SY 2010-2011, the percentage of BIE-funded schools that made AYP was 15 percentage points lower than public schools in the 23 states that have BIE-funded schools and 20 percentage points lower than the U.S. total.

¹⁵ Data from Ed Data Express can be accessed at <https://eddataexpress.ed.gov/>.

Figure 7 presents a breakout of the percentage of BIE-funded schools making AYP as compared to their respective state’s public schools in SY 2010-2011 for the six states with the highest number of BIE-funded schools.

Figure 7. Percentage of BIE-Funded and Public Schools Making AYP for States with the Highest Number of BIE-Funded Schools, School Year 2010-2011



New Mexico and Mississippi were the only states with a higher percentage of BIE-funded schools that made AYP compared to public schools in SY 2010-2011 (the year with most public schools reporting AYP). More research is required to determine why BIE-funded schools in these states had a higher percentage of schools making AYP compared to public states.

Conclusion/Next Steps

AYP determinations alone are insufficient to measure and compare BIE school performance. Despite this significant shortcoming, PPA analyzed AYP determinations to identify specific questions for further analysis using the common academic indicators underlying AYP determinations. The final report will address these questions and provide a more accurate understanding of school performance. BIE is currently compiling these data for PPA analysis.

Appendix**Table A1. BIE-Funded Schools Sorted by Years Making AYP and Number of Students, SYs 2009-2010 to 2012-2013**

School Name	State	Number of Students	Years Made AYP
Tuba City Boarding School	AZ	1357	4
Joseph K Lumsden Bahweting Anishnabe PSA	MI	523	4
Oneida Nation School	WI	512	4
Meskwaki Settlement School	IA	279	4
Navajo Preparatory School	NM	269	4
Menominee Tribal School	WI	246	4
Blackwater Community School	AZ	193	4
Nenahnezad Community School	NM	185	4
Keams Canyon Elementary School	AZ	120	4
Bread Springs Day School	NM	106	4
Chitimacha Tribal School	LA	93	4
Little Singer Community School	AZ	88	4
Santa Rosa Ranch School	AZ	88	4
Sanostee Day School	NM	66	4
Black Mesa Community School	AZ	63	4
Cove Day School	AZ	45	4
Duckwater Shoshone Elementary School	NV	14	4
Hanaa'dli Community School	NM	12	4
Santa Fe Indian School	NM	699	3
Pearl River Elementary School	MS	662	3

Cherokee Central Elementary School	NC	625	3
Sequoyah High School	OK	385	3
Baca/Dlo'ay Azhi Community School	NM	354	3
Second Mesa Day School	AZ	351	3
Lac Courte Oreilles Ojibwa School	WI	296	3
T'iis Nazbas Community School	AZ	180	3
Red Water Elementary School	MS	177	3
Noli Indian School	CA	166	3
Jemez Day School	NM	156	3
Isleta Elementary School	NM	146	3
Tucker Elementary School	MS	143	3
Standing Pine Elementary School	MS	139	3
Chilchinbeto Community School	AZ	119	3
Seba Dalkai Boarding School	AZ	118	3
Indian Island School	ME	117	3
Coeur d'Alene Tribal School	ID	109	3
Hotevilla Bacavi Community School	AZ	109	3
Tse'ii'ahi' Community School (Standing Rock)	NM	87	3
Havasupai Elementary School	AZ	79	3
Te Tsu Geh Oweenge Day School	NM	30	3
Many Farms High School	AZ	476	2
Salt River Elementary School	AZ	385	2
Lower Brule Day School	SD	334	2
Conehatta Elementary School	MS	268	2
Bogue Chitto Elementary School	MS	255	2

Atsa' Biya' a'zh Community School	NM	247	2
Enemy Swim Day School	SD	216	2
Choctaw Central Middle School	MS	179	2
Moencopi Day School	AZ	173	2
Taos Day School	NM	172	2
Hopi Day School	AZ	157	2
Beatrice Rafferty School	ME	141	2
Ohkay Owingeh Community School	NM	110	2
Pine Springs Day School	AZ	75	2
Beclabito Day School	NM	65	2
Chief Leschi School	WA	984	1
Turtle Mountain Elementary School	ND	878	1
Wingate Elementary School	NM	535	1
Wingate High School	NM	530	1
Choctaw Central High School	MS	501	1
Sherman Indian High School	CA	446	1
T'iists'oozi'bi'olta (Crownpoint)	NM	438	1
Kayenta Community School	AZ	436	1
Lukachukai Community School	AZ	388	1
Chemawa Indian School	OR	381	1
Crow Creek Reservation High School	SD	339	1
Pueblo Pintado Community School	NM	283	1
Fond du Lac Ojibwe School	MN	254	1
St. Stephens Indian School	WY	249	1
Circle of Life Survival School	MN	213	1

Bug-O-Nay-Ge-Shig School	MN	205	1
Shiprock Northwest High School	NM	197	1
Hannahville Indian School	MI	187	1
Ahfachkee Day School	FL	179	1
Hunters Point Boarding School	AZ	178	1
Mariano Lake Community School	NM	177	1
Aneth Community School	UT	163	1
Theodore Roosevelt School	AZ	162	1
Ojo Encino Day School	NM	159	1
Theodore Jamerson Elementary School	ND	157	1
First Mesa Elementary School	AZ	155	1
Circle of Nations School	ND	152	1
Laguna Elementary School	NM	146	1
Indian Township School	ME	136	1
Rocky Ridge Boarding School	AZ	136	1
Yakama Nation Tribal School	WA	132	1
Santa Clara Day School	NM	127	1
Two Eagle River School	MT	126	1
Tohono O'odham High School	AZ	119	1
Naatsis'Aan Community School, Inc.	UT	112	1
Lummi High School	WA	99	1
Jones Academy	OK	89	1
Laguna Middle School	NM	82	1
Lake Valley Navajo School	NM	58	1
T'siya Day School (Zia)	NM	56	1

Pinon Community School	AZ	55	1
Twin Buttes Day School	ND	44	1
San Ildefonso Day School	NM	24	1
Little Wound School	SD	960	0
Pine Ridge School	SD	949	0
Standing Rock Community School	ND	876	0
St. Francis Indian School	SD	786	0
Tiospa Zina Tribal School	SD	643	0
Hopi Jr/Sr High School	AZ	619	0
Mescalero Apache School	NM	616	0
Tate Topa Tribal School	ND	587	0
Gila Crossing Community School	AZ	586	0
Riverside Indian School	OK	576	0
Cherokee Central High School	NC	565	0
Turtle Mountain High School	ND	530	0
Dishchii'bikoh Community School (Cibecue)	AZ	528	0
Muckleshoot Tribal School	WA	485	0
Rough Rock Community School	AZ	436	0
Ch'ooshgai Community School	NM	435	0
Shonto Preparatory School	AZ	414	0
Turtle Mountain Middle School	ND	376	0
Rock Point Community School	AZ	362	0
To'hajiilee Day School	NM	357	0
Crazy Horse School	SD	353	0
Flandreau Indian School	SD	349	0

Alamo Navajo Community School	NM	328	0
American Horse School	SD	328	0
Many Farms Community School, Inc. (Chinle Brdg)	AZ	312	0
San Felipe Pueblo Elementary School	NM	312	0
Marty Indian School	SD	311	0
Mandaree Day School	ND	288	0
Pine Hill Schools	NM	285	0
Porcupine Day School	SD	285	0
Dunseith Day School	ND	282	0
Ojibwa Indian School	ND	277	0
Northern Cheyenne Tribal School	MT	276	0
San Simon School	AZ	276	0
Loneman Day School	SD	275	0
Casa Blanca Community School	AZ	270	0
Cottonwood Day School	AZ	264	0
Kaibeto Boarding School	AZ	260	0
Greyhills Academy High School	AZ	229	0
Nay-Ah-Shing School	MN	229	0
Greasewood Springs Community School, Inc.	AZ	225	0
John F. Kennedy Day School	AZ	222	0
Pierre Indian Learning Center	SD	219	0
Crow Creek Sioux Tribal Elementary School	SD	218	0
Sky City Community School	NM	217	0
Paschal Sherman Indian School	WA	208	0

Tonalea Day School	AZ	207	0
Lummi Tribal School System	WA	206	0
Dennehotso Boarding School	AZ	203	0
Red Rock Day School	AZ	203	0
Na'Neelzhiin Ji Olta', Inc. (Torreon)	NM	202	0
Dzilh-Na-O-Dith-Hle Community School	NM	193	0
Santa Rosa Day School	AZ	187	0
Leupp Schools, Inc.	AZ	178	0
Dibe Yazhi Habitiin Olta', Inc. (Borrego Pass)	NM	175	0
Takini School	SD	175	0
White Shield School	ND	175	0
Dilcon Community School	AZ	172	0
Wa He Lut Indian School	WA	172	0
Wounded Knee District School	SD	171	0
Miccosukee Indian School	FL	169	0
Tohaali' Community School	NM	163	0
Tiospaye Topa School	SD	161	0
Nazlini Community School	AZ	148	0
Crystal Boarding School	NM	144	0
Kin Dah Lichi'i Olta	AZ	140	0
Chi Chil'tah Community School	NM	134	0
Wide Ruins Community School	AZ	124	0
Jeehdeez'a Academy, Inc.	AZ	115	0
Pyramid Lake High School	NV	108	0

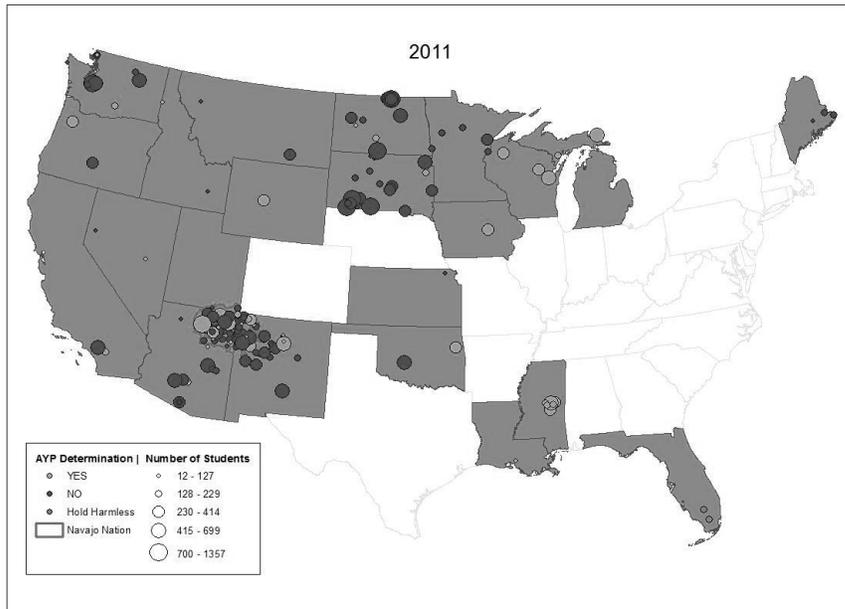
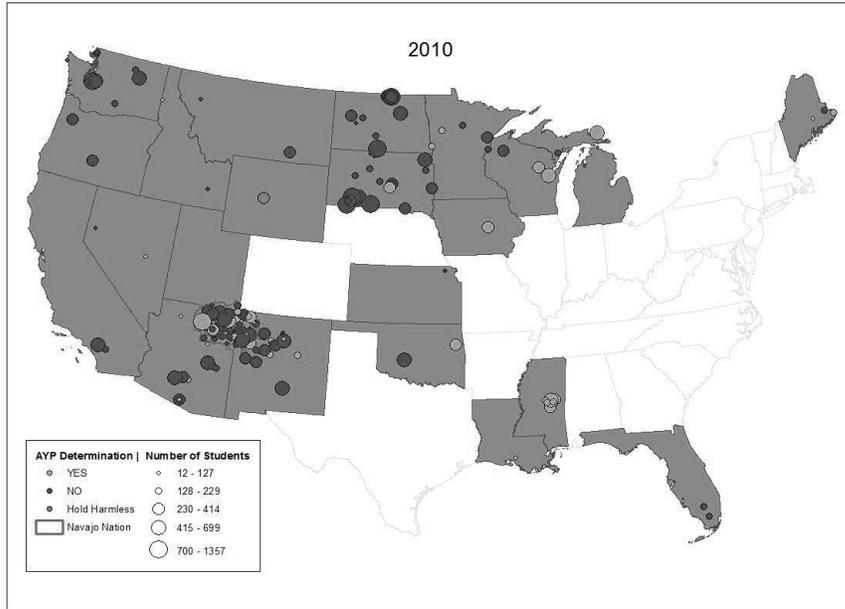
Shoshone-Bannock Jr/Sr High School District No 512	ID	104	0
Sitting Bull School (Little Eagle)	SD	90	0
Quileute Tribal School	WA	67	0
Kickapoo Nation School	KS	66	0
Rock Creek Grant School	SD	61	0

Table A2. Percent of BIE-Funded Schools Making AYP by Selected State and School Year

State	Number of BIE-Funded Schools	2009-2010	2010-2011	2011-2012	2012-2013
MN	4	25%	0%	25%	25%
ME	3	67%	0%	33%	100%
OK*	3	50%	50%	33%	33%
WI	3	67%	100%	100%	100%
FL	2	0%	0%	50%	0%
UT	2	0%	0%	50%	50%
NC	2	50%	0%	50%	50%
ID	2	50%	50%	0%	50%
NV	2	50%	50%	50%	50%
MI	2	50%	100%	50%	50%
CA	2	0%	50%	50%	100%
MT	2	0%	0%	0%	50%
OR	1	0%	100%	0%	0%
LA	1	100%	100%	100%	100%
KS	1	0%	0%	0%	0%
IA	1	100%	100%	100%	100%
WY	1	0%	100%	0%	0%

*Oklahoma has one school, Jones Academy, that was not give an AYP determination in SYs 2009-2010 and 2010-2011. For those school years, the denominator to calculate the percentage of schools that made AYP in OK is 2. The addition of a school in SYs 2011-2012 is the cause of the decrease.

Figure A2. Maps of Schools Making AYP and Number of Students per School, SYs 2009-2010 to 2012-2013



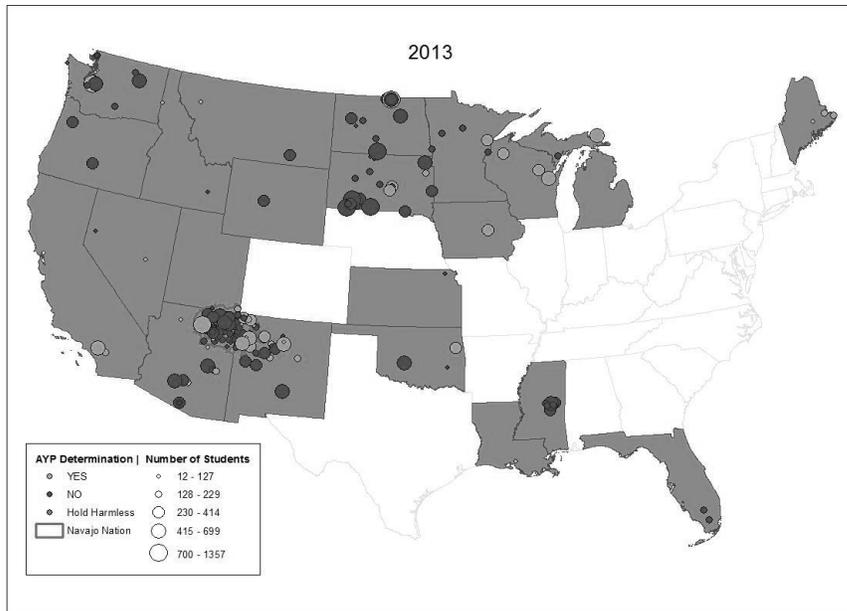
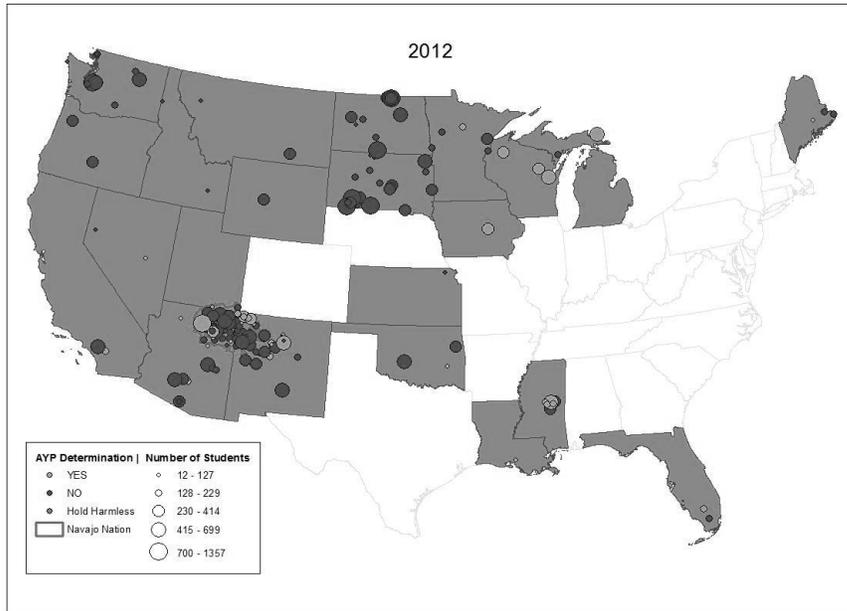
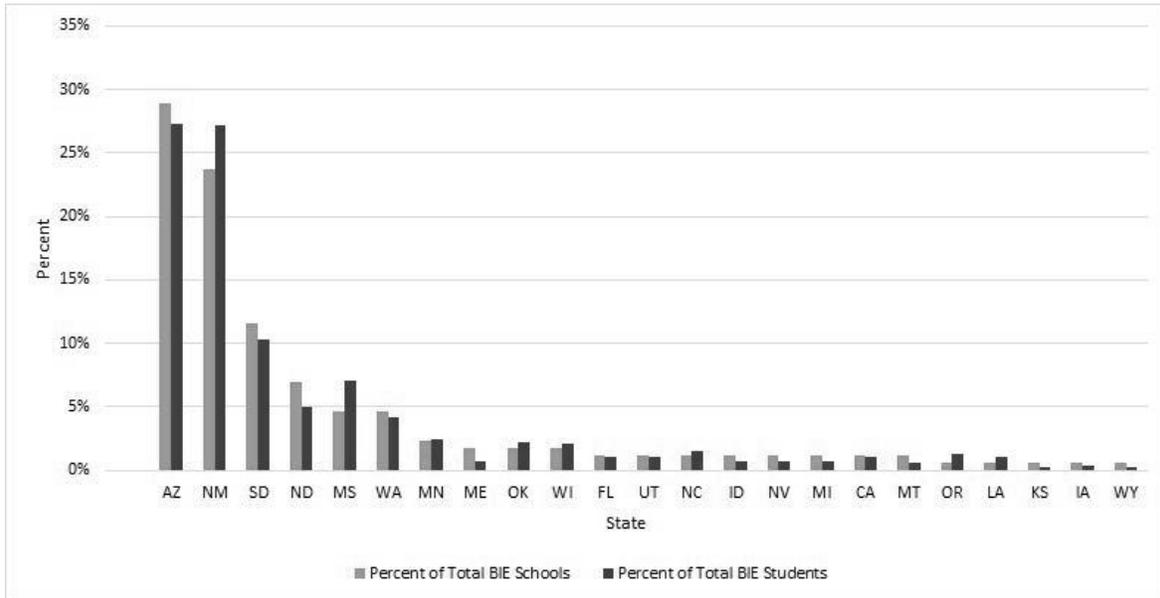


Figure A2. Distribution of BIE Schools and Students, By State



To: Michelle Oxyer[michelle_oxyer@ios.doi.gov]; Jonathan Mack[jonathan_mack@ios.doi.gov]
From: Pletcher, Mary
Sent: 2017-06-01T16:02:00-04:00
Importance: Normal
Subject: next batch of the write-ups
Received: 2017-06-01T16:02:10-04:00
[Reassignment Memo info.docx](#)

Here is the next batch. Has everything but Counselor in AK.

Mary

--

Mary Pletcher
Department of the Interior
Deputy Assistant Secretary for Human Capital and Diversity
Chief Human Capital Officer
(202) 208-4505

Darren Cruzan

The Senior Executive Service (SES) was established by Title IV of the Civil Service Reform Act (CSRA) of 1978 (P.L. 95-454, October 13, 1978). The intent of the CSRA was to create a corps of seasoned leaders with broad and diverse experiences who can lead a variety of organizations. As a member of the SES, you serve the vital role of ensuring that the executive management of the Department is both responsive to the needs, policies, and goals of the nation and is of the highest quality.

Rotation of SES provides an opportunity to improve talent development, mission delivery, and collaboration. It facilitates joint problem-solving and effective decision-making. This memorandum is to inform you that the Executive Resources Board has approved your reassignment from the position of << >>. You will retain your career appointment and your pay level will remain the same. During your federal law enforcement career, you have served in many different capacities – from patrolman to Criminal Investigator to SES leader. You served as the Assistant Special Agent in Charge of the Criminal Investigative and Protective Directorate at the Pentagon Force Protection Agency. As the Bureau of Indian Affairs, Office of Justice Services Deputy Bureau Director, you provided critical leadership to on-the-ground law enforcement operations in Indian Country. Your extensive federal law enforcement leadership experience makes you well qualified to serve as the Director of the Office of Law Enforcement and Safety.

Benjamin Tuggle

The Senior Executive Service (SES) was established by Title IV of the Civil Service Reform Act (CSRA) of 1978 (P.L. 95-454, October 13, 1978). The intent of the CSRA was to create a corps of seasoned leaders with broad and diverse experiences who can lead a variety of organizations. As a member of the SES, you serve the vital role of ensuring that the executive management of the Department is both responsive to the needs, policies, and goals of the nation and is of the highest quality.

Rotation of SES provides an opportunity to improve talent development, mission delivery, and collaboration. It facilitates joint problem-solving and effective decision-making. This memorandum is to inform you that the Executive Resources Board has approved your reassignment from the position of << >>. You will retain your career appointment and your pay level will remain the same. Throughout your tenure at the U.S. Fish and Wildlife Service, you have served in a variety of leadership positions. Your academic pursuits have resulted in numerous publications in scientific journals. You have also shown an ongoing commitment to growing the next generation of employees. You are well qualified to lead the U.S. Fish and Wildlife Service's efforts to enhance capacities to acquire, apply and communicate scientific information; strengthen scientific partnerships; and grown the next generation of Service scientists as the Assistant Director for Science Applications.

Cynthia Dohner

The Senior Executive Service (SES) was established by Title IV of the Civil Service Reform Act (CSRA) of 1978 (P.L. 95-454, October 13, 1978). The intent of the CSRA was to create a corps of seasoned leaders with broad and diverse experiences who can lead a variety of organizations. As a member of the SES, you serve the vital role of ensuring that the executive management of the Department is both responsive to the needs, policies, and goals of the nation and is of the highest quality.

Rotation of SES provides an opportunity to improve talent development, mission delivery, and collaboration. It facilitates joint problem-solving and effective decision-making. This memorandum is to inform you that the Executive Resources Board has approved your reassignment from the position of << >>. You will retain your career appointment and your pay level will remain the same. Throughout your tenure at the U.S. Fish and Wildlife Service, you have served in a variety of leadership positions. As the Regional Director for the Southeast Region, you have a deep understanding of the breadth of the U.S. Fish and Wildlife Service's operations and have been involved in many interagency activities related to Gulf Restoration. You also have served as the Branch Chief for Recovery and Consultation in the Washington Office as well as worked for three State Agencies, two other Federal agencies and in the private sector. You are well qualified to lead the U.S. Fish and Wildlife Service's efforts to coordinate domestic and international efforts to protect, restore and enhance the world's diverse wildlife and their habitats and meet the Service's international responsibilities under treaties and U.S. laws and regulations as the Assistant Director for International Affairs.

Roseann Gonzales-Schreiner

The Senior Executive Service (SES) was established by Title IV of the Civil Service Reform Act (CSRA) of 1978 (P.L. 95-454, October 13, 1978). The intent of the CSRA was to create a corps of seasoned leaders with broad and diverse experiences who can lead a variety of organizations. As a member of the SES, you serve the vital role of ensuring that the executive management of the Department is both responsive to the needs, policies, and goals of the nation and is of the highest quality.

Rotation of SES provides an opportunity to improve talent development, mission delivery, and collaboration. It facilitates joint problem-solving and effective decision-making. This memorandum is to inform you that the Executive Resources Board has approved your reassignment from the position of << >>. During your tenure at the Bureau of Reclamation, you have demonstrated strong leadership in financial assistance management, environmental compliance, asset management and facility maintenance, human resources, and internal controls and served as Reclamation's Senior Asset Management Officer and Human Capital Officer. You are well qualified to take on a broader administrative operations role as the USGS AD for Administration.

Jerry Gidner

The Senior Executive Service (SES) was established by Title IV of the Civil Service Reform Act (CSRA) of 1978 (P.L. 95-454, October 13, 1978). The intent of the CSRA was to create a corps of seasoned leaders with broad and diverse experiences who can lead a variety of organizations. As a member of the SES, you serve the vital role of ensuring that the executive management of the Department is both responsive to the needs, policies, and goals of the nation and is of the highest quality.

Rotation of SES provides an opportunity to improve talent development, mission delivery, and collaboration. It facilitates joint problem-solving and effective decision-making. This memorandum is to inform you that the Executive Resources Board has approved your reassignment from the position of << >>. During your federal career, you have served in many different leadership positions supporting the needs of Indian Country including Director of the Bureau of Indian Affairs; Deputy Bureau Director for Indian Services; Chief of Staff to the Assistant Secretary-Indian Affairs; Deputy Associate Bureau Director for Post-Secondary Education at the Bureau of Indian Education; and Acting Director, Office of Tribal Government Relations at the Department of Veteran Affairs. You are well qualified to serve as the Principal Deputy Special Trustee.

Jose Aragon

The Senior Executive Service (SES) was established by Title IV of the Civil Service Reform Act (CSRA) of 1978 (P.L. 95-454, October 13, 1978). The intent of the CSRA was to create a corps of seasoned leaders with broad and diverse experiences who can lead a variety of organizations. As a member of the SES, you serve the vital role of ensuring that the executive management of the Department is both responsive to the needs, policies, and goals of the nation and is of the highest quality.

Rotation of SES provides an opportunity to improve talent development, mission delivery, and collaboration. It facilitates joint problem-solving and effective decision-making. This memorandum is to inform you that the Executive Resources Board has approved your reassignment from the position of << >>. During your federal career, you have led administrative operations in a variety of federal organizations including as Director of Financial Management at the Air Force Sustainment Center and Chief Financial Officer for the Air Force Nuclear Weapons Center and most recently, as the Associate Director for Administration for the U.S. Geological Survey. You are well qualified to serve as Senior Advisor for Management to the Assistant Secretary for Indian Affairs.

Debra Sonderman

The Senior Executive Service (SES) was established by Title IV of the Civil Service Reform Act (CSRA) of 1978 (P.L. 95-454, October 13, 1978). The intent of the CSRA was to create a corps of seasoned leaders with broad and diverse experiences who can lead a variety of organizations. As a member of the SES, you serve the vital role of ensuring that the executive management of the Department is both responsive to the needs, policies, and goals of the nation and is of the highest quality.

Rotation of SES provides an opportunity to improve talent development, mission delivery, and collaboration. It facilitates joint problem-solving and effective decision-making. This memorandum is to inform you that the Executive Resources Board has approved your reassignment from the position of << >>. During your tenure at Interior, you have served as Senior Procurement Executive and managed policy and overseen policy for acquisition, financial assistance, facility management, and property management programs. In addition, you have led a number of technology initiatives including serving as co-system owner for the Department's Financial and Business Management System. You are well qualified to oversee a broader portfolio of administrative operations at the Bureau of Land Management as the Assistant Director for Business, Fiscal and Information Resources Management.

William Woody

The Senior Executive Service (SES) was established by Title IV of the Civil Service Reform Act (CSRA) of 1978 (P.L. 95-454, October 13, 1978). The intent of the CSRA was to create a corps of seasoned leaders with broad and diverse experiences who can lead a variety of organizations. As a member of the SES, you serve the vital role of ensuring that the executive management of the Department is both responsive to the needs, policies, and goals of the nation and is of the highest quality.

Rotation of SES provides an opportunity to improve talent development, mission delivery, and collaboration. It facilitates joint problem-solving and effective decision-making. This memorandum is to inform you that the Executive Resources Board has approved your reassignment from the position of << >>. During your conservation law enforcement career, you have served in many roles – from the Director of Law Enforcement for the Utah Department of Natural Resources to your current role as the Chief of the Office of Law Enforcement for the U.S. Fish and Wildlife Service. You are well qualified to lead the rangers and special agents of the Bureau of Land Management as the Director of Law Enforcement.

Gay Vietzke

The Senior Executive Service (SES) was established by Title IV of the Civil Service Reform Act (CSRA) of 1978 (P.L. 95-454, October 13, 1978). The intent of the CSRA was to create a corps of seasoned leaders with broad and diverse experiences who can lead a variety of organizations. As a member of the SES, you serve the vital role of ensuring that the executive management of the Department is both responsive to the needs, policies, and goals of the nation and is of the highest quality.

Rotation of SES provides an opportunity to improve talent development, mission delivery, and collaboration. It facilitates joint problem-solving and effective decision-making. This memorandum is to inform you that the Executive Resources Board has approved your reassignment from the position of << >>. During your National Park Service career, you have served in a variety of positions within the Northeast Region including as the Deputy Regional Director where you oversaw regional programs in Park Operations, Resource Stewardship and Science and External Affairs and Partnerships that supported the 85+ parks in the region. Most recently, you have served as the Superintendent of the National Mall and Memorial Parks where you have overseen operations at the Washington Monument; Jefferson, FDR, MLK and Lincoln Memorials, as well as the Vietnam Memorial, East and West Potomac Parks, and the historic national mall. You are well qualified to serve as Regional Director, Northeast Region, of the National Park Service.

Doug Lords

The Senior Executive Service (SES) was established by Title IV of the Civil Service Reform Act (CSRA) of 1978 (P.L. 95-454, October 13, 1978). The intent of the CSRA was to create a corps of seasoned leaders with broad and diverse experiences who can lead a variety of organizations. As a member of the SES, you serve the vital role of ensuring that the executive management of the Department is both responsive to the needs, policies, and goals of the nation and is of the highest quality.

Rotation of SES provides an opportunity to improve talent development, mission delivery, and collaboration. It facilitates joint problem-solving and effective decision-making. This memorandum is to inform you that the Executive Resources Board has approved your reassignment from the position of << >>. During your federal career, you have held a variety of leadership positions focused on meeting the Secretary of the Interior's Indian Trust responsibilities. Among the positions you have held, you have served as the Deputy Special Trustee for Trust Services, the Deputy Special Trustee for Field Operations, and the Director of the Office of Trust Fund Management. You are well qualified to serve as the Deputy Director for Trust Services in the Bureau of Indian Affairs.

George Bearpaw

The Senior Executive Service (SES) was established by Title IV of the Civil Service Reform Act (CSRA) of 1978 (P.L. 95-454, October 13, 1978). The intent of the CSRA was to create a corps of seasoned leaders with broad and diverse experiences who can lead a variety of organizations. As a member of the SES, you serve the vital role of ensuring that the executive management of the Department is both responsive to the needs, policies, and goals of the nation and is of the highest quality.

Rotation of SES provides an opportunity to improve talent development, mission delivery, and collaboration. It facilitates joint problem-solving and effective decision-making. This memorandum is to inform you that the Executive Resources Board has approved your reassignment from the position of << >>. Throughout your career, you have held a variety of leadership positions serving Indian Country - both within tribal government and federal government. You have served as the Executive Director of Tribal Operations for the Cherokee Nation and the Executive Director for the Kickapoo Tribe of Oklahoma. You served as the Acting Area Director for the Tucson Area Indian Health Service for the Indian Health Service. Most recently, you have served as the Budget Officer for the Assistant Secretary for Indian Affairs. Your diversity of leadership experience serving Indian Country makes you well qualified to serve as the Regional Director, Midwest Region.

Jim James

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Rotation of SES provides an opportunity to improve talent development, mission delivery, and collaboration. It facilitates joint problem-solving and effective decision-making. This memorandum is to inform you that the Executive Resources Board has approved your reassignment from the position of << >>. Throughout your career, you have held a variety of leadership positions serving Indian Country. You have served as a Regional Trust Administrator in the Office of the Special Trustee. You have supported the transformation and restructuring of the Bureau of Indian Education. You currently serve as the Deputy Special Trustee for Field Operations in the Office of the Special Trustee where you oversee SES Regional Fiduciary Trust Administrators and all Indian asset field operations and management activities. Your experience makes you well qualified to serve as the Deputy Director, Field Operations for the Bureau of Indian Affairs.

James Burckman

The Senior Executive Service (SES) was established by Title IV of the Civil Service Reform Act (CSRA) of 1978 (P.L. 95-454, October 13, 1978). The intent of the CSRA was to create a corps of seasoned leaders with broad and diverse experiences who can lead a variety of organizations. As a member of the SES, you serve the vital role of ensuring that the executive management of the Department is both responsive to the needs, policies, and goals of the nation and is of the highest quality.

Rotation of SES provides an opportunity to improve talent development, mission delivery, and collaboration. It facilitates joint problem-solving and effective decision-making. This memorandum is to inform you that the Executive Resources Board has approved your reassignment from the position of << >>. Throughout your career, you have served in a variety of leadership positions overseeing administrative operations and programs. While serving as Acting Deputy Assistant Secretary – Indian Affairs (Management), you have overseen financial management, strategic planning and performance management, workforce planning, facilities and property management, safety management, real property leasing, development and control of administrative policies and procedures, audits and program reviews. As the Human Resources Officer for the former Minerals Management Service you delivered human resources on a fee for service basis. Prior to joining Interior, you served as the Executive Assistant to the Deputy Chief Information Officer for Management at the Internal Revenue Service where you served as principal advisor to the Associate CIO for planning, direction, and delivery of financial services, workforce restructuring, IT capital planning and investment control, strategic planning and governance, for the Modernization and Information Technology and Services organization. Your diversity of administrative operations experience, experience in leading service delivery in a fee for service environment, and experience supporting transformation of a Chief Information Officer organization makes you well qualified to serve as the Director of Business Services, Office of the Chief Information Officer.

Alesia Pierre-Louise

The Senior Executive Service (SES) was established by Title IV of the Civil Service Reform Act (CSRA) of 1978 (P.L. 95-454, October 13, 1978). The intent of the CSRA was to create a corps of seasoned leaders with broad and diverse experiences who can lead a variety of organizations. As a member of the SES, you serve the vital role of ensuring that the executive management of the Department is both responsive to the needs, policies, and goals of the nation and is of the highest quality.

Rotation of SES provides an opportunity to improve talent development, mission delivery, and collaboration. It facilitates joint problem-solving and effective decision-making. This memorandum is to inform you that the Executive Resources Board has approved your reassignment from the position of << >>. Throughout your career, you have served in a variety of leadership positions overseeing human capital programs. As the Chief Learning Officer for the Department of the Interior, you oversee delivery of training and leadership development programs and policies across Interior's bureaus and offices and represent Interior at interagency councils. You served as Acting Deputy Regional Director and Chief of Staff of the Northeast

Region for the National Park Service where you oversaw the three Associate Regional Directors for program including the Associate Regional Director for Administration that supported field operations for the Northeast Region park units. You also provided direct-line supervisory authority for 25 Park Superintendents located within seven states. You have served as the Chief, Office of Diversity and Equal Opportunity at the U.S. Geological Survey where you led the complete array of EEO and Diversity programs and services and provided EEO and diversity strategic advice and guidance to the USGS Director, Deputy Director and all members of the USGS executive leadership team. At the USGS, you also served as the Acting Associate Director for Human Capital where you oversaw the full spectrum of human resources support activities. Your diversity of human capital program management experience and ability to work collaboratively across and within bureau structures make you well qualified to serve as the Director of Human Capital Management for the Assistant Secretary for Indian Affairs.

Mark Davis

The Senior Executive Service (SES) was established by Title IV of the Civil Service Reform Act (CSRA) of 1978 (P.L. 95-454, October 13, 1978). The intent of the CSRA was to create a corps of seasoned leaders with broad and diverse experiences who can lead a variety of organizations. As a member of the SES, you serve the vital role of ensuring that the executive management of the Department is both responsive to the needs, policies, and goals of the nation and is of the highest quality.

Rotation of SES provides an opportunity to improve talent development, mission delivery, and collaboration. It facilitates joint problem-solving and effective decision-making. This memorandum is to inform you that the Executive Resources Board has approved your reassignment from the position of << >>. Throughout your career, you have served in a variety of leadership positions overseeing budget and financial management functions. As the Director of Business Services for the Office of the Chief Information Officer, you are responsible for business operations including human resources, budget and finance, and procurement and acquisition. You served as the Deputy Special Trustee for Business Management at the Office of Special Trustee. Prior to OST, you served in a leadership position in the Department's Office of Budget as Chief of Budget Formulation for the Department for four years. You also worked at both the Bureau of Land Management and USDA Forest Service headquarters budget offices. Your deep experience leading budget and financial management programs in multiple organizations makes you well qualified to serve as Budget Officer in the Assistant Secretary for Indian Affairs.

Bruce Loudermilk

The Senior Executive Service (SES) was established by Title IV of the Civil Service Reform Act (CSRA) of 1978 (P.L. 95-454, October 13, 1978). The intent of the CSRA was to create a corps of seasoned leaders with broad and diverse experiences who can lead a variety of organizations. As a member of the SES, you serve the vital role of ensuring that the executive management of the Department is both responsive to the needs, policies, and goals of the nation and is of the highest quality.

Rotation of SES provides an opportunity to improve talent development, mission delivery, and collaboration. It facilitates joint problem-solving and effective decision-making. This memorandum is to inform you that the Executive Resources Board has approved your reassignment from the position of << >>. Throughout your career, you have served in a variety of leadership positions in Indian Country. You have served as a Regional Director in two Bureau of Indian Affairs Regions – Great Plains and Alaska. For 10 years, you served as a Fiduciary Trust Officer in the Office of the Special Trustee for American Indians. You also have served multiple details including as Chief of Staff to the Principal Deputy Special Trustee and as a Regional Trust Administrator. Your experience holding leadership positions focused on meeting the Secretary of the Interior’s Indian Trust responsibilities makes you well qualified to serve as the Deputy Special Trustee for Field Operations in the Office of the Special Trustee.

Helen Riggs

The Senior Executive Service (SES) was established by Title IV of the Civil Service Reform Act (CSRA) of 1978 (P.L. 95-454, October 13, 1978). The intent of the CSRA was to create a corps of seasoned leaders with broad and diverse experiences who can lead a variety of organizations. As a member of the SES, you serve the vital role of ensuring that the executive management of the Department is both responsive to the needs, policies, and goals of the nation and is of the highest quality.

Rotation of SES provides an opportunity to improve talent development, mission delivery, and collaboration. It facilitates joint problem-solving and effective decision-making. This memorandum is to inform you that the Executive Resources Board has approved your reassignment from the position of << >>. Throughout your career, you have served in a variety of trust management leadership positions in Indian Country. You currently serve as the Deputy Bureau Director for Trust Services. Previously, you served as Chief of Staff to the Principal Deputy Special Trustee in the Office of the Special Trustee for American Indians. You also have served as a Deputy Regional Trust Administrator. Your experience holding leadership positions focused on meeting the Secretary of the Interior’s Indian Trust responsibilities makes you well qualified to serve as the Deputy Special Trustee for Trust Services in the Office of the Special Trustee for American Indians.

Jeanette Hanna

This memorandum is to inform you that the Executive Resources Board has approved your reassignment from the position of << >>. Throughout your career, you have served in positions that provided an opportunity to develop a deep understanding of the issues impacting Indian Country. You served as Indian Affairs Budget Officer and the Director, Office of Planning, Budget and Management Support where you created the Tribal Interior Budget Committee. You served as the Regional Director, Eastern Oklahoma Region where you worked with 20 diverse tribal governments. Most recently, you served as the Special Assistant to the Assistant Secretary for Indian Affairs and Special Assistant to the Bureau Director. Your experience working across Indian Affairs, collaborating with tribal governments, and knowledge of Indian Affairs budgeting makes you well qualified to serve as Senior Advisor for Tribal Energy Development in the Bureau of Land Management.

Ruth Welch

This memorandum is to inform you that the Executive Resources Board has approved your reassignment from the position of << >>. During your career, you have served in leadership positions in multiple administrative and programmatic organizations. You served as the Division Chief for the Business Resources in the Bureau of Land Management managing Bureauwide programs for engineering, property, contracting and grants/agreements, as well as providing human resources, IRB and business services support to the BLM Washington Office. You served as the Director of the BLM's National Operations Center that provides human resources, information technology, geospatial services, finance and acquisition to the Bureau of Land Management. You are well qualified to serve as the Director of Policy and Administration at the Bureau of Reclamation.

Salvatore Lauro

This memorandum is to inform you that the Executive Resources Board has approved your reassignment from the position of << >>. During your law enforcement career, you have served in many roles – from Critical Infrastructure Coordinator for the Department in the Office of Law Enforcement, Security and Emergency Management, Chief of the United States Park Police to your current role as the Bureau of Land Management Director of Law Enforcement. You are well qualified to lead the U.S. Fish and Wildlife Service's agents, wildlife inspectors, officers and other law enforcement personnel as the Chief of the Office of Law Enforcement.

Barbara Wainmann

This memorandum is to inform you that the Executive Resources Board has approved your reassignment from the position of << >>. During your career, you have developed deep expertise in legislative affairs, external affairs and communications. You spent 19 years as a senior staff member on Capitol Hill. You led the Bureau of Land Management's Legislative and Congressional Affairs Office. In your current role as Associate Director, Office of

Communications and Publishing for the U.S. Geological Survey, you oversee the congressional, media relations, internal communications, web, social media and publishing activities at the USGS. You are well qualified to serve as the Assistant Director for External Affairs at the U.S. Fish and Wildlife Service.

Betsy Hildebrandt

This memorandum is to inform you that the Executive Resources Board has approved your reassignment from the position of << >>. During your federal and private sector career, you have developed deep expertise in legislative affairs, external affairs and communications. From serving as a director of public affairs at Fannie Mae to your current position as the Assistant Director for External Affairs at the U.S. Fish and Wildlife Service. You are well qualified to serve as the Associate Director, Office of Communications and Publishing at the U.S. Geological Survey.

Janine Velasco

This memorandum is to inform you that the Executive Resources Board has approved your reassignment from the position of << >>. During your federal career, you have gained deep experience in managing administrative operations. In your current role as Assistant Director, Business, Fiscal and Information Resource Management, you oversee the budget, finance, property, procurement, engineering and asset management, audits and information technology for the Bureau of Land Management. You are well qualified to serve as the Assistant Director for Business Management and Operations at the U.S. Fish and Wildlife Service.

Michael Black

This memorandum is to inform you that the Executive Resources Board has approved your reassignment from the position of << >>. As Director of the Bureau of Indian Affairs, you managed the Bureau's day-to-day field operations and operations of programs that administers or fund infrastructure, law enforcement, social services, tribal governance, natural and energy resources and trust management programs for federally recognized American Indian and Alaska Native tribes in 33 states. Prior to becoming the BIA Director, you served as the Director of the Bureau's Great Plains Regional Office in Aberdeen, South Dakota. You also served as Deputy Regional Director-Indian Services for the Rocky Mountain Region in Billings, Montana. You are well qualified to serve as the State Director for Montana and the Dakotas in the Bureau of Land Management.

Bud Cribley

This memorandum is to inform you that the Executive Resources Board has approved your reassignment from the position of << >>. During your career, you have served in leadership positions overseeing energy development, infrastructure permitting, and resource management planning. As the Alaska State Director for the Bureau of Land Management, you provide oversight of the Trans-Alaska Pipeline and the National Petroleum Reserve in Alaska. You are well qualified to serve as the Senior Advisor for Energy in the U.S. Fish and Wildlife Service.

Mary Josie Blanchard

This memorandum is to inform you that the Executive Resources Board has approved your reassignment from the position of << >>. As the Deputy Director of the Office of Environmental Policy and Compliance, you manage Office operations and coordinate the work of eight regional offices and four headquarters team. You help ensure the Department is in compliance with the National Environmental Policy Act (NEPA), executive orders, and regulations; review environmental and natural resource aspects of non-Interior projects; manage the Department's funding program of long-term cleanups of hazardous materials and oversee the Department's activities to protect and recover natural and cultural resources and historic properties during response and recovery actions. In all of these efforts, you work collaboratively across Departmental and Agency lines. You are well qualified to serve as Director, Gulf of Mexico Restoration in the Office of the Assistant Secretary for Fish, Wildlife and Parks.

Joel Clement

This memorandum is to inform you that the Executive Resources Board has approved your reassignment from the position of << >>. As the Director of the Office of Policy Analysis, you oversee cross-cutting analysis and coordination to support decision-making and policies. You oversee the development of the annual report on the Department's economic contributions to the National economy. You are experienced at leading experts that provide objective economic and policy analysis. You are well qualified to serve as Senior Program Advisor at the Tulsa, Oklahoma field office of the Office of Natural Resources Revenue.

Megan Olsen

This memorandum is to inform you that the Executive Resources Board has approved your reassignment from the position of << >>. During your federal career, you have gained strong expertise in federal contracting. As Director of the Department of the Interior's Office of Small and Disadvantaged Business Utilization, you provide leadership for meeting DOI's goals for contracting with small businesses. You have served as Senior Procurement Analyst with the Office of Acquisition and Property Management where you coordinated Department-wide acquisition compliance programs. You also served as the Bureau Procurement Chief for the Interior Business Center. You are well qualified to serve as the Director of the Office of Acquisition and Property Management.

Bryan Arroyo

This memorandum is to inform you that the Executive Resources Board has approved your reassignment from the position of << >>. During your federal career, you have served in leadership positions ensuring compliance with environmental laws, orders and policy objectives. You have served as the Assistant Director for International Affairs where you work closely with states, tribes, foreign governments and non-governmental organizations to conserve species and habitats at risk. You have also served as the Assistant Director for Fisheries and Habitat Conservation and as Assistant Director for Endangered Species. You are well qualified to serve

as the Deputy Director for the Office of Environmental Policy and Compliance in the Office of the Assistant Secretary for Policy, Management and Budget.

To: Michelle Oxyer[michelle_oxyer@ios.doi.gov]
From: Pletcher, Mary
Sent: 2017-06-05T17:07:10-04:00
Importance: Normal
Subject: reassignment memo input
Received: 2017-06-05T17:07:20-04:00
[Reassignment Memo info.docx](#)

See attached for FWS Southwest and Rec position. Can you put a memo together tomorrow so we can get to Ed? I'd like to take it with me when I go up to see Jim Cason at 4:30 tomorrow.

Thanks,
Mary

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Mary Pletcher
Department of the Interior
Deputy Assistant Secretary for Human Capital and Diversity
Chief Human Capital Officer
(202) 208-4505

Darren Cruzan

The Senior Executive Service (SES) was established by Title IV of the Civil Service Reform Act (CSRA) of 1978 (P.L. 95-454, October 13, 1978). The intent of the CSRA was to create a corps of seasoned leaders with broad and diverse experiences who can lead a variety of organizations. As a member of the SES, you serve the vital role of ensuring that the executive management of the Department is both responsive to the needs, policies, and goals of the nation and is of the highest quality.

Rotation of SES provides an opportunity to improve talent development, mission delivery, and collaboration. It facilitates joint problem-solving and effective decision-making. This memorandum is to inform you that the Executive Resources Board has approved your reassignment from the position of << >>. You will retain your career appointment and your pay level will remain the same. During your federal law enforcement career, you have served in many different capacities – from patrolman to Criminal Investigator to SES leader. You served as the Assistant Special Agent in Charge of the Criminal Investigative and Protective Directorate at the Pentagon Force Protection Agency. As the Bureau of Indian Affairs, Office of Justice Services Deputy Bureau Director, you provided critical leadership to on-the-ground law enforcement operations in Indian Country. Your extensive federal law enforcement leadership experience makes you well qualified to serve as the Director of the Office of Law Enforcement and Safety.

Benjamin Tuggle

The Senior Executive Service (SES) was established by Title IV of the Civil Service Reform Act (CSRA) of 1978 (P.L. 95-454, October 13, 1978). The intent of the CSRA was to create a corps of seasoned leaders with broad and diverse experiences who can lead a variety of organizations. As a member of the SES, you serve the vital role of ensuring that the executive management of the Department is both responsive to the needs, policies, and goals of the nation and is of the highest quality.

Rotation of SES provides an opportunity to improve talent development, mission delivery, and collaboration. It facilitates joint problem-solving and effective decision-making. This memorandum is to inform you that the Executive Resources Board has approved your reassignment from the position of << >>. You will retain your career appointment and your pay level will remain the same. Throughout your tenure at the U.S. Fish and Wildlife Service, you have served in a variety of leadership positions. Your academic pursuits have resulted in numerous publications in scientific journals. You have also shown an ongoing commitment to growing the next generation of employees. You are well qualified to lead the U.S. Fish and Wildlife Service's efforts to enhance capacities to acquire, apply and communicate scientific information; strengthen scientific partnerships; and grown the next generation of Service scientists as the Assistant Director for Science Applications.

Cynthia Dohner

The Senior Executive Service (SES) was established by Title IV of the Civil Service Reform Act (CSRA) of 1978 (P.L. 95-454, October 13, 1978). The intent of the CSRA was to create a corps of seasoned leaders with broad and diverse experiences who can lead a variety of organizations. As a member of the SES, you serve the vital role of ensuring that the executive management of the Department is both responsive to the needs, policies, and goals of the nation and is of the highest quality.

Rotation of SES provides an opportunity to improve talent development, mission delivery, and collaboration. It facilitates joint problem-solving and effective decision-making. This memorandum is to inform you that the Executive Resources Board has approved your reassignment from the position of << >>. You will retain your career appointment and your pay level will remain the same. Throughout your tenure at the U.S. Fish and Wildlife Service, you have served in a variety of leadership positions. As the Regional Director for the Southeast Region, you have a deep understanding of the breadth of the U.S. Fish and Wildlife Service's operations and have been involved in many interagency activities related to Gulf Restoration. You also have served as the Branch Chief for Recovery and Consultation in the Washington Office as well as worked for three State Agencies, two other Federal agencies and in the private sector. You are well qualified to lead the U.S. Fish and Wildlife Service's efforts to coordinate domestic and international efforts to protect, restore and enhance the world's diverse wildlife and their habitats and meet the Service's international responsibilities under treaties and U.S. laws and regulations as the Assistant Director for International Affairs.

Roseann Gonzales-Schreiner

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Rotation of SES provides an opportunity to improve talent development, mission delivery, and collaboration. It facilitates joint problem-solving and effective decision-making. This memorandum is to inform you that the Executive Resources Board has approved your reassignment from the position of << >>. During your tenure at the Bureau of Reclamation, you have demonstrated strong leadership in financial assistance management, environmental compliance, asset management and facility maintenance, human resources, and internal controls and served as Reclamation's Senior Asset Management Officer and Human Capital Officer. You are well qualified to take on a broader administrative operations role as the USGS AD for Administration.

Jerry Gidner

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Rotation of SES provides an opportunity to improve talent development, mission delivery, and collaboration. It facilitates joint problem-solving and effective decision-making. This memorandum is to inform you that the Executive Resources Board has approved your reassignment from the position of << >>. During your federal career, you have served in many different leadership positions supporting the needs of Indian Country including Director of the Bureau of Indian Affairs; Deputy Bureau Director for Indian Services; Chief of Staff to the Assistant Secretary-Indian Affairs; Deputy Associate Bureau Director for Post-Secondary Education at the Bureau of Indian Education; and Acting Director, Office of Tribal Government Relations at the Department of Veteran Affairs. You are well qualified to serve as the Principal Deputy Special Trustee.

Jose Aragon

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Rotation of SES provides an opportunity to improve talent development, mission delivery, and collaboration. It facilitates joint problem-solving and effective decision-making. This memorandum is to inform you that the Executive Resources Board has approved your reassignment from the position of << >>. During your federal career, you have led administrative operations in a variety of federal organizations including as Director of Financial Management at the Air Force Sustainment Center and Chief Financial Officer for the Air Force Nuclear Weapons Center and most recently, as the Associate Director for Administration for the U.S. Geological Survey. You are well qualified to serve as Senior Advisor for Management to the Assistant Secretary for Indian Affairs.

Debra Sonderman

The Senior Executive Service (SES) was established by Title IV of the Civil Service Reform Act (CSRA) of 1978 (P.L. 95-454, October 13, 1978). The intent of the CSRA was to create a corps of seasoned leaders with broad and diverse experiences who can lead a variety of organizations. As a member of the SES, you serve the vital role of ensuring that the executive management of the Department is both responsive to the needs, policies, and goals of the nation and is of the highest quality.

Rotation of SES provides an opportunity to improve talent development, mission delivery, and collaboration. It facilitates joint problem-solving and effective decision-making. This memorandum is to inform you that the Executive Resources Board has approved your reassignment from the position of << >>. During your tenure at Interior, you have served as Senior Procurement Executive and managed policy and overseen policy for acquisition, financial assistance, facility management, and property management programs. In addition, you have led a number of technology initiatives including serving as co-system owner for the Department's Financial and Business Management System. You are well qualified to oversee a broader portfolio of administrative operations at the Bureau of Land Management as the Assistant Director for Business, Fiscal and Information Resources Management.

William Woody

The Senior Executive Service (SES) was established by Title IV of the Civil Service Reform Act (CSRA) of 1978 (P.L. 95-454, October 13, 1978). The intent of the CSRA was to create a corps of seasoned leaders with broad and diverse experiences who can lead a variety of organizations. As a member of the SES, you serve the vital role of ensuring that the executive management of the Department is both responsive to the needs, policies, and goals of the nation and is of the highest quality.

Rotation of SES provides an opportunity to improve talent development, mission delivery, and collaboration. It facilitates joint problem-solving and effective decision-making. This memorandum is to inform you that the Executive Resources Board has approved your reassignment from the position of << >>. During your conservation law enforcement career, you have served in many roles – from the Director of Law Enforcement for the Utah Department of Natural Resources to your current role as the Chief of the Office of Law Enforcement for the U.S. Fish and Wildlife Service. You are well qualified to lead the rangers and special agents of the Bureau of Land Management as the Director of Law Enforcement.

Gay Vietzke

The Senior Executive Service (SES) was established by Title IV of the Civil Service Reform Act (CSRA) of 1978 (P.L. 95-454, October 13, 1978). The intent of the CSRA was to create a corps of seasoned leaders with broad and diverse experiences who can lead a variety of organizations. As a member of the SES, you serve the vital role of ensuring that the executive management of the Department is both responsive to the needs, policies, and goals of the nation and is of the highest quality.

Rotation of SES provides an opportunity to improve talent development, mission delivery, and collaboration. It facilitates joint problem-solving and effective decision-making. This memorandum is to inform you that the Executive Resources Board has approved your reassignment from the position of << >>. During your National Park Service career, you have served in a variety of positions within the Northeast Region including as the Deputy Regional Director where you oversaw regional programs in Park Operations, Resource Stewardship and Science and External Affairs and Partnerships that supported the 85+ parks in the region. Most recently, you have served as the Superintendent of the National Mall and Memorial Parks where you have overseen operations at the Washington Monument; Jefferson, FDR, MLK and Lincoln Memorials, as well as the Vietnam Memorial, East and West Potomac Parks, and the historic national mall. You are well qualified to serve as Regional Director, Northeast Region, of the National Park Service.

Doug Lords

The Senior Executive Service (SES) was established by Title IV of the Civil Service Reform Act (CSRA) of 1978 (P.L. 95-454, October 13, 1978). The intent of the CSRA was to create a corps of seasoned leaders with broad and diverse experiences who can lead a variety of organizations. As a member of the SES, you serve the vital role of ensuring that the executive management of the Department is both responsive to the needs, policies, and goals of the nation and is of the highest quality.

Rotation of SES provides an opportunity to improve talent development, mission delivery, and collaboration. It facilitates joint problem-solving and effective decision-making. This memorandum is to inform you that the Executive Resources Board has approved your reassignment from the position of << >>. During your federal career, you have held a variety of leadership positions focused on meeting the Secretary of the Interior's Indian Trust responsibilities. Among the positions you have held, you have served as the Deputy Special Trustee for Trust Services, the Deputy Special Trustee for Field Operations, and the Director of the Office of Trust Fund Management. You are well qualified to serve as the Deputy Director for Trust Services in the Bureau of Indian Affairs.

George Bearpaw

The Senior Executive Service (SES) was established by Title IV of the Civil Service Reform Act (CSRA) of 1978 (P.L. 95-454, October 13, 1978). The intent of the CSRA was to create a corps of seasoned leaders with broad and diverse experiences who can lead a variety of organizations. As a member of the SES, you serve the vital role of ensuring that the executive management of the Department is both responsive to the needs, policies, and goals of the nation and is of the highest quality.

Rotation of SES provides an opportunity to improve talent development, mission delivery, and collaboration. It facilitates joint problem-solving and effective decision-making. This memorandum is to inform you that the Executive Resources Board has approved your reassignment from the position of << >>. Throughout your career, you have held a variety of leadership positions serving Indian Country - both within tribal government and federal government. You have served as the Executive Director of Tribal Operations for the Cherokee Nation and the Executive Director for the Kickapoo Tribe of Oklahoma. You served as the Acting Area Director for the Tucson Area Indian Health Service for the Indian Health Service. Most recently, you have served as the Budget Officer for the Assistant Secretary for Indian Affairs. Your diversity of leadership experience serving Indian Country makes you well qualified to serve as the Regional Director, Midwest Region.

Jim James

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James Burckman

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Alesia Pierre-Louise

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Region for the National Park Service where you oversaw the three Associate Regional Directors for program including the Associate Regional Director for Administration that supported field operations for the Northeast Region park units. You also provided direct-line supervisory authority for 25 Park Superintendents located within seven states. You have served as the Chief, Office of Diversity and Equal Opportunity at the U.S. Geological Survey where you led the complete array of EEO and Diversity programs and services and provided EEO and diversity strategic advice and guidance to the USGS Director, Deputy Director and all members of the USGS executive leadership team. At the USGS, you also served as the Acting Associate Director for Human Capital where you oversaw the full spectrum of human resources support activities. Your diversity of human capital program management experience and ability to work collaboratively across and within bureau structures make you well qualified to serve as the Director of Human Capital Management for the Assistant Secretary for Indian Affairs.

Mark Davis

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Rotation of SES provides an opportunity to improve talent development, mission delivery, and collaboration. It facilitates joint problem-solving and effective decision-making. This memorandum is to inform you that the Executive Resources Board has approved your reassignment from the position of << >>. Throughout your career, you have served in a variety of leadership positions overseeing budget and financial management functions. As the Director of Business Services for the Office of the Chief Information Officer, you are responsible for business operations including human resources, budget and finance, and procurement and acquisition. You served as the Deputy Special Trustee for Business Management at the Office of Special Trustee. Prior to OST, you served in a leadership position in the Department's Office of Budget as Chief of Budget Formulation for the Department for four years. You also worked at both the Bureau of Land Management and USDA Forest Service headquarters budget offices. Your deep experience leading budget and financial management programs in multiple organizations makes you well qualified to serve as Budget Officer in the Assistant Secretary for Indian Affairs.

Bruce Loudermilk

The Senior Executive Service (SES) was established by Title IV of the Civil Service Reform Act (CSRA) of 1978 (P.L. 95-454, October 13, 1978). The intent of the CSRA was to create a corps of seasoned leaders with broad and diverse experiences who can lead a variety of organizations. As a member of the SES, you serve the vital role of ensuring that the executive management of the Department is both responsive to the needs, policies, and goals of the nation and is of the highest quality.

Rotation of SES provides an opportunity to improve talent development, mission delivery, and collaboration. It facilitates joint problem-solving and effective decision-making. This memorandum is to inform you that the Executive Resources Board has approved your reassignment from the position of << >>. Throughout your career, you have served in a variety of leadership positions in Indian Country. You have served as a Regional Director in two Bureau of Indian Affairs Regions – Great Plains and Alaska. For 10 years, you served as a Fiduciary Trust Officer in the Office of the Special Trustee for American Indians. You also have served multiple details including as Chief of Staff to the Principal Deputy Special Trustee and as a Regional Trust Administrator. Your experience holding leadership positions focused on meeting the Secretary of the Interior’s Indian Trust responsibilities makes you well qualified to serve as the Deputy Special Trustee for Field Operations in the Office of the Special Trustee.

Helen Riggs

The Senior Executive Service (SES) was established by Title IV of the Civil Service Reform Act (CSRA) of 1978 (P.L. 95-454, October 13, 1978). The intent of the CSRA was to create a corps of seasoned leaders with broad and diverse experiences who can lead a variety of organizations. As a member of the SES, you serve the vital role of ensuring that the executive management of the Department is both responsive to the needs, policies, and goals of the nation and is of the highest quality.

Rotation of SES provides an opportunity to improve talent development, mission delivery, and collaboration. It facilitates joint problem-solving and effective decision-making. This memorandum is to inform you that the Executive Resources Board has approved your reassignment from the position of << >>. Throughout your career, you have served in a variety of trust management leadership positions in Indian Country. You currently serve as the Deputy Bureau Director for Trust Services. Previously, you served as Chief of Staff to the Principal Deputy Special Trustee in the Office of the Special Trustee for American Indians. You also have served as a Deputy Regional Trust Administrator. Your experience holding leadership positions focused on meeting the Secretary of the Interior’s Indian Trust responsibilities makes you well qualified to serve as the Deputy Special Trustee for Trust Services in the Office of the Special Trustee for American Indians.

Jeanette Hanna

This memorandum is to inform you that the Executive Resources Board has approved your reassignment from the position of << >>. Throughout your career, you have served in positions that provided an opportunity to develop a deep understanding of the issues impacting Indian Country. You served as Indian Affairs Budget Officer and the Director, Office of Planning, Budget and Management Support where you created the Tribal Interior Budget Committee. You served as the Regional Director, Eastern Oklahoma Region where you worked with 20 diverse tribal governments. Most recently, you served as the Special Assistant to the Assistant Secretary for Indian Affairs and Special Assistant to the Bureau Director. Your experience working across Indian Affairs, collaborating with tribal governments, and knowledge of Indian Affairs budgeting makes you well qualified to serve as Senior Advisor for Tribal Energy Development in the Bureau of Land Management.

Ruth Welch

This memorandum is to inform you that the Executive Resources Board has approved your reassignment from the position of << >>. During your career, you have served in leadership positions in multiple administrative and programmatic organizations. You served as the Division Chief for the Business Resources in the Bureau of Land Management managing Bureauwide programs for engineering, property, contracting and grants/agreements, as well as providing human resources, IRB and business services support to the BLM Washington Office. You served as the Director of the BLM's National Operations Center that provides human resources, information technology, geospatial services, finance and acquisition to the Bureau of Land Management. You are well qualified to serve as the Director of Policy and Administration at the Bureau of Reclamation.

Salvatore Lauro

This memorandum is to inform you that the Executive Resources Board has approved your reassignment from the position of << >>. During your law enforcement career, you have served in many roles – from Critical Infrastructure Coordinator for the Department in the Office of Law Enforcement, Security and Emergency Management, Chief of the United States Park Police to your current role as the Bureau of Land Management Director of Law Enforcement. You are well qualified to lead the U.S. Fish and Wildlife Service's agents, wildlife inspectors, officers and other law enforcement personnel as the Chief of the Office of Law Enforcement.

Barbara Wainmann

This memorandum is to inform you that the Executive Resources Board has approved your reassignment from the position of << >>. During your career, you have developed deep expertise in legislative affairs, external affairs and communications. You spent 19 years as a senior staff member on Capitol Hill. You led the Bureau of Land Management's Legislative and Congressional Affairs Office. In your current role as Associate Director, Office of

Communications and Publishing for the U.S. Geological Survey, you oversee the congressional, media relations, internal communications, web, social media and publishing activities at the USGS. You are well qualified to serve as the Assistant Director for External Affairs at the U.S. Fish and Wildlife Service.

Betsy Hildebrandt

This memorandum is to inform you that the Executive Resources Board has approved your reassignment from the position of << >>. During your federal and private sector career, you have developed deep expertise in legislative affairs, external affairs and communications. From serving as a director of public affairs at Fannie Mae to your current position as the Assistant Director for External Affairs at the U.S. Fish and Wildlife Service. You are well qualified to serve as the Associate Director, Office of Communications and Publishing at the U.S. Geological Survey.

Janine Velasco

This memorandum is to inform you that the Executive Resources Board has approved your reassignment from the position of << >>. During your federal career, you have gained deep experience in managing administrative operations. In your current role as Assistant Director, Business, Fiscal and Information Resource Management, you oversee the budget, finance, property, procurement, engineering and asset management, audits and information technology for the Bureau of Land Management. You are well qualified to serve as the Assistant Director for Business Management and Operations at the U.S. Fish and Wildlife Service.

Michael Black

This memorandum is to inform you that the Executive Resources Board has approved your reassignment from the position of << >>. As Director of the Bureau of Indian Affairs, you managed the Bureau's day-to-day field operations and operations of programs that administers or fund infrastructure, law enforcement, social services, tribal governance, natural and energy resources and trust management programs for federally recognized American Indian and Alaska Native tribes in 33 states. Prior to becoming the BIA Director, you served as the Director of the Bureau's Great Plains Regional Office in Aberdeen, South Dakota. You also served as Deputy Regional Director-Indian Services for the Rocky Mountain Region in Billings, Montana. You are well qualified to serve as the State Director for Montana and the Dakotas in the Bureau of Land Management.

Bud Cribley

This memorandum is to inform you that the Executive Resources Board has approved your reassignment from the position of << >>. During your career, you have served in leadership positions overseeing energy development, infrastructure permitting, and resource management planning. As the Alaska State Director for the Bureau of Land Management, you provide oversight of the Trans-Alaska Pipeline and the National Petroleum Reserve in Alaska. You are well qualified to serve as the Senior Advisor for Energy in the U.S. Fish and Wildlife Service.

Mary Josie Blanchard

This memorandum is to inform you that the Executive Resources Board has approved your reassignment from the position of << >>. As the Deputy Director of the Office of Environmental Policy and Compliance, you manage Office operations and coordinate the work of eight regional offices and four headquarters team. You help ensure the Department is in compliance with the National Environmental Policy Act (NEPA), executive orders, and regulations; review environmental and natural resource aspects of non-Interior projects; manage the Department's funding program of long-term cleanups of hazardous materials and oversee the Department's activities to protect and recover natural and cultural resources and historic properties during response and recovery actions. In all of these efforts, you work collaboratively across Departmental and Agency lines. You are well qualified to serve as Director, Gulf of Mexico Restoration in the Office of the Assistant Secretary for Fish, Wildlife and Parks.

Joel Clement

This memorandum is to inform you that the Executive Resources Board has approved your reassignment from the position of << >>. As the Director of the Office of Policy Analysis, you oversee cross-cutting analysis and coordination to support decision-making and policies. You oversee the development of the annual report on the Department's economic contributions to the National economy. You are experienced at leading experts that provide objective economic and policy analysis. You are well qualified to serve as Senior Program Advisor at the Tulsa, Oklahoma field office of the Office of Natural Resources Revenue.

Megan Olsen

This memorandum is to inform you that the Executive Resources Board has approved your reassignment from the position of << >>. During your federal career, you have gained strong expertise in federal contracting. As Director of the Department of the Interior's Office of Small and Disadvantaged Business Utilization, you provide leadership for meeting DOI's goals for contracting with small businesses. You have served as Senior Procurement Analyst with the Office of Acquisition and Property Management where you coordinated Department-wide acquisition compliance programs. You also served as the Bureau Procurement Chief for the Interior Business Center. You are well qualified to serve as the Director of the Office of Acquisition and Property Management.

Bryan Arroyo

This memorandum is to inform you that the Executive Resources Board has approved your reassignment from the position of << >>. During your federal career, you have served in leadership positions ensuring compliance with environmental laws, orders and policy objectives. You have served as the Assistant Director for International Affairs where you work closely with states, tribes, foreign governments and non-governmental organizations to conserve species and habitats at risk. You have also served as the Assistant Director for Fisheries and Habitat Conservation and as Assistant Director for Endangered Species. You are well qualified to serve

as the Deputy Director for the Office of Environmental Policy and Compliance in the Office of the Assistant Secretary for Policy, Management and Budget.

Virginia Burkett

This memorandum is to inform you that the Executive Resources Board has approved your reassignment from the position of << >>. During your career, you have served in scientific leadership positions related to climate change and land use planning. In your current role as Associate Director for Climate and Land Use Change, you lead the Land Change Science Program, Land Remote Sensing Program, National Climate Change and Wildlife Science Center, Climate Research and Development Program, Carbon Sequestration assessments, and the Earth Resources Observation and Science Center. You served as a Lead Author of the United Nation's Intergovernmental Panel on Climate Change. You also served as the Chief Scientist for the Climate and Land Use planning area for USGS. As part of this role, you worked with other federal agencies such as Energy, State, Transportation, FEMA and OST and non-federal agencies and institutions. You have demonstrated your adeptness at leading others in taking an enterprise/system-wide view of complex natural resource challenges; are highly knowledgeable about earth resources including water resources; and have shown an aptitude in working with a variety of scientists, engineers and other stakeholders. You are well qualified to serve as Senior Advisor to the Bureau of Reclamation Deputy Commission for Operations in Denver, Colorado.

Amy Lueders

This memorandum is to inform you that the Executive Resources Board has approved your reassignment from the position of << >>. During your federal career, you have served in multiple land management leadership positions. You have served as a State Director in Nevada and New Mexico where you provided leadership on many natural resource management programs and issues. You have extensive management experience and have led employees in dispersed field offices. You have managed on-the-ground field operations as the Field Manager in Las Cruces, New Mexico. You have worked with a variety of stakeholders to include other federal agencies, Congressional staff, state governments, environmental groups and even private citizens. Your experience makes you well qualified to serve as the Regional Director for the U.S. Fish and Wildlife Service in Albuquerque, New Mexico.

To: Pletcher, Mary[mary_pletcher@ios.doi.gov]
From: Oxyer, Michelle
Sent: 2017-06-15T15:34:20-04:00
Importance: Normal
Subject: Clement - Senior Executive Service Directed Reassignment
Received: 2017-06-15T15:35:09-04:00
[Clement Reassignment.pdf](#)

Dear Joel Clement,

The Senior Executive Service (SES) was established by Title IV of the Civil Service Reform Act (CSRA) of 1978 (P.L. 95-454, October 13, 1978). The intent of the CSRA was to create a corps of seasoned leaders with broad and diverse experiences who can lead a variety of organizations. Congress intended the SES to be a mobile corps of members. As a member of the SES, you serve the vital role of ensuring that the executive management of the Department is both responsive to the needs, policies, and goals of the nation and is of the highest quality.

Rotation of SES provides an opportunity to improve talent development, mission delivery, and collaboration. It facilitates joint problem-solving and effective decision-making. The Executive Resources Board has approved your reassignment from your current position. You are being reassigned to Senior Program Advisor with the Office of Natural Resources Revenue, located in Washington, DC. The attached memorandum provides formal notice of your reassignment. You may scan and email your acknowledgement of receipt and decision electronically or send via mail.

If you have any questions about the memorandum, please let me know. I can be reached at (202) 208-4505.

Best,
Mary



United States Department of the Interior

OFFICE OF THE SECRETARY

Washington, DC 20240

JUN 15 2017

Memorandum

To: Joel Clement

From: James Cason
Associate Deputy Secretary
Chairperson, Executive Resources Board

Subject: Senior Executive Service Directed Reassignment

The Senior Executive Service (SES) was established by Title IV of the Civil Service Reform Act (CSRA) of 1978 (P.L. 95-454, October 13, 1978). The intent of the CSRA was to create a corps of seasoned leaders with broad and diverse experiences who can lead a variety of organizations. Congress intended the SES to be a mobile corps of managers. As a member of the SES, you serve the vital role of ensuring that the executive management of the Department is both responsive to the needs, policies, and goals of the nation and is of the highest quality.

Rotation of SES provides an opportunity to improve talent development, mission delivery, and collaboration. It facilitates joint problem-solving and effective decision-making. This memorandum is to inform you that the Executive Resources Board has approved your reassignment from the position of Director, Office of Policy Analysis, Office of the Secretary, Assistant Secretary – Policy, Management and Budget, duty station Washington, DC to Senior Program Advisor, ES-0301, with the Office of Natural Resources Revenue, duty station Washington, DC. You will retain your career appointment and your pay level will remain the same. As the Director of the Office of Policy Analysis, you oversee cross-cutting analysis and coordination to support decision-making and policies. You oversee the development of the annual report on the Department's economic contributions to the National economy. You are experienced at leading experts that provide objective economic and policy analysis. You are well qualified to serve as Senior Program Advisor of the Office of Natural Resources Revenue.

This letter provides you the required 15 days advanced notice of your directed reassignment as required by 5 CFR 317.901(b)(1). The effective date of this reassignment will be no earlier than 15 days after your receipt of this notification, unless you elect to waive the notification period and report for duty at an earlier date. Please indicate your acknowledgement of receipt and decision on the attached decision copy of this memorandum and return to Ms. Mary Pletcher, Deputy Assistant Secretary – Human Capital and Diversity and Chief Human Capital Officer. Acknowledgement of receipt does not indicate agreement with this action. Questions concerning this reassignment should be addressed to Ms. Pletcher. She can be reached on (202) 208-4505 or via email at mary_pletcher@ios.doi.gov.

Mailing Address:

Mary Pletcher - Deputy Assistant Secretary for Human Capital and Diversity
Department of the Interior
1849 C Street, NW
Mail Stop 5125
Washington, DC 20240

Receipt Acknowledged:

Date: _____

Signature: _____
NAME

I hereby waive the 15-day notice and request that the reassignment be effective as soon as practicable, but not before June 29, 2017.

Name

Date

I do not wish to waive the 15-day notice period and request that the action be effected at least 15 days after your memorandum advising me of the reassignment. The reassignment will not be effective before June 29, 2017.

Name

Date

To: Michael Reynolds[michael_reynolds@nps.gov]; Herbert Frost[bert_frost@nps.gov]; Beverly (Grace) Stephens[grace_stephens@nps.gov]
From: Slayton, April
Sent: 2017-06-16T14:05:46-04:00
Importance: Normal
Subject: E&E - Zinke shaking up senior staff — report
Received: 2017-06-16T14:06:19-04:00

INTERIOR

Zinke shaking up senior staff — report

Jennifer Yachnin and **Corbin Hiar**, E&E News reporters

Published: Friday, June 16, 2017

Interior Secretary Ryan Zinke is said to be shaking up the agency's leadership. Gage Skidmore/Flickr

In a step toward the planned reorganization of the Interior Department, Secretary Ryan Zinke notified dozens of career officials that they will be reassigned at the end of this month, *The Washington Post* reported this morning.

Dozens of Senior Executive Service employees — career officials within the federal government — received letters yesterday informing them that they may be reassigned as early as June 28, the newspaper said.

"Personnel moves are being conducted to better serve the taxpayer and the Department's operations through matching Senior Executive skill sets with mission and operational requirements," said Interior spokeswoman Heather Swift in an email. She noted that Zinke mentioned the "Department-wide, front lines-focused reorganization on his first day address to all employees."

Last week, Zinke outlined his plans for reorganizing the agency under a "joint system" that would shift federal employees from Washington to the field (*E&E News PM*, June 8).

The plan would include 13 "joint management areas," rather than have each agency report to its respective regional office.

According to the *Post*, the letters sent to as many 50 SES employees provided a 15-day notice of their looming job changes, as required by law. Zinke and all political appointees must wait at least 120 days following their confirmations to relocate any SES members. The Senate confirmed Zinke on March 1.

The newspaper reported that Interior Office of Policy Analysis Director Joel Clement, the top climate policy official, was among those to receive the notice and that he will be transferred to the Office of Natural Resources Revenue.

In addition, the *Post* said, several Fish and Wildlife Service officials received the notices, including Assistant Director for International Affairs Bryan Arroyo, Southwest Regional Director Benjamin Tuggle, Southeast Regional Director Cindy Dohner and Office of Law Enforcement Chief Bill Woody, who will move to the Bureau of Land Management.

Tuggle and Dohner have both been involved in high-profile fights over how to recover gray wolf subspecies in their regions. Arroyo, who has been leading Fish and Wildlife's fight against wildlife trafficking, last year was found by Interior's inspector general to have potentially violated federal regulations by pressuring his staff into awarding a noncompetitive contract worth more than \$256,000 (*Greenwire*, Oct. 14, 2016).

Woody's reported move to BLM could make for a relatively easy transition. Before taking his

current post in 2011, he was the director of Interior's Office of Law Enforcement and Security, where he oversaw the efforts of about 270 rangers and special agents on more than 245 million acres of BLM-managed public lands.

Prior to that, Woody worked at the Utah Division of Wildlife Resources for 15 years, a decade of which he spent leading the state agency's law enforcement unit ([*Greenwire*](#), Dec. 16, 2014).

To: Amy Schneckenburger[amy.schneckenburger@gmail.com]
From: Michael Reynolds
Sent: 2017-06-16T15:27:35-04:00
Importance: Normal
Subject: Fwd: E&E - Zinke shaking up senior staff — report
Received: 2017-06-16T15:27:43-04:00

Sent from my iPhone-sorry for typos.

Begin forwarded message:

From: "Slayton, April" <april_slayton@nps.gov>
Date: June 16, 2017 at 2:05:46 PM EDT
To: Michael Reynolds <michael_reynolds@nps.gov>, Herbert Frost <bert_frost@nps.gov>, "Beverly (Grace) Stephens" <grace_stephens@nps.gov>
Subject: **E&E - Zinke shaking up senior staff — report**

INTERIOR

Zinke shaking up senior staff — report

Jennifer Yachnin and Corbin Hiar, E&E News reporters

Published: Friday, June 16, 2017

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Tuggle and Dohner have both been involved in high-profile fights over how to recover gray wolf subspecies in their regions. Arroyo, who has been leading Fish and Wildlife's fight against wildlife trafficking, last year was found by Interior's inspector general to have potentially violated federal regulations by pressuring his staff into awarding a noncompetitive contract worth more than \$256,000 ([Greenwire](#), Oct. 14, 2016).

Woody's reported move to BLM could make for a relatively easy transition. Before taking his current post in 2011, he was the director of Interior's Office of Law Enforcement and Security, where he oversaw the efforts of about 270 rangers and special agents on more than 245 million acres of BLM-managed public lands.

Prior to that, Woody worked at the Utah Division of Wildlife Resources for 15 years, a decade of which he spent leading the state agency's law enforcement unit ([Greenwire](#), Dec. 16, 2014).

To: Yolanda Tankersley[yolanda_tankersley@nps.gov]
From: janice_desordi@nps.gov
Sent: 2017-06-16T17:39:43-04:00
Importance: Normal
Subject: Fwd: E&E - Zinke shaking up senior staff — report
Received: 2017-06-16T17:39:56-04:00

----- Forwarded message -----

From: **Slayton, April** <april_slayton@nps.gov>
Date: Fri, Jun 16, 2017 at 2:05 PM
Subject: E&E - Zinke shaking up senior staff — report
To: Michael Reynolds <michael_reynolds@nps.gov>, Herbert Frost <bert_frost@nps.gov>, "Beverly (Grace) Stephens" <grace_stephens@nps.gov>

INTERIOR

Zinke shaking up senior staff — report

Jennifer Yachnin and Corbin Hiar, E&E News reporters

Published: Friday, June 16, 2017

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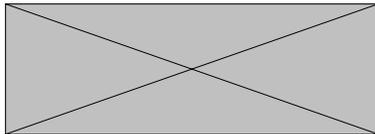
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Prior to that, Woody worked at the Utah Division of Wildlife Resources for 15 years, a decade of which he spent leading the state agency's law enforcement unit ([Greenwire](#), Dec. 16, 2014).

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Michael Reynolds
National Park Service
Acting Director
1849 C Street NW Ste. 3110
Washington, DC 20240
(202) 208 4621
(202) 208 3818
michael_reynolds@nps.gov



To: David Murillo[dmurillo@usbr.gov]
Cc: Horner, Harry[hhorner@usbr.gov]
From: Yonts, Travis
Sent: 2017-06-22T15:10:17-04:00
Importance: Normal
Subject: Re: WIIN Act and ESA
Received: 2017-06-22T16:15:47-04:00
[20170619 WIIN Act Briefing_MP Region.docx](#)

David,

See attached for the MP Region version. This is the same as the version I sent you on June 20. I believe what Paul provided was their original draft. There are no additional discussions on operations within the MP paper, per our discussion. That said, the edits made by BDO should be reflected in this MP version, as well as some small grammatical clean-up I completed.

This draft could be provided to Paul for his and his staff's comments. Let me know if you have questions.

I have copied Harry to this message as he was interested in the paper as well.

Thanks.

Travis D. Yonts | Agricultural Engineer
U.S. Bureau of Reclamation | Mid-Pacific Region
2800 Cottage Way | Sacramento, CA 95825
PH: 916-978-5198 | FX: 916-978-5005 | tyonts@usbr.gov

On Thu, Jun 22, 2017 at 11:26 AM, David Murillo <dmurillo@usbr.gov> wrote:

Was this the one you were working on?

Sent from my iPhone

Begin forwarded message:

From: "Souza, Paul" <paul_souza@fws.gov>
Date: June 21, 2017 at 4:31:00 PM PDT
To: David Murillo <dmurillo@usbr.gov>
Subject: WIIN Act and ESA

David,

Please recall that Scott Cameron requested a briefing on the WIIN Act and ESA. Our folks pulled the attached briefing paper together. I have reviewed and approved it. If you feel the same, please forward it to Joel Clement with a cc to me. We promised to send it to him by COB tomorrow.

Many thanks,

Paul Souza
Regional Director
Pacific Southwest
U.S. Fish and Wildlife Service
2800 Cottage Way, Suite W-2606
Sacramento, CA 95825
916-414-6469
916-208-2457 Cell
<https://www.fws.gov/cno/>

INFORMATION/BRIEFING MEMORANDUM

DATE: June 16, 2017

FROM: Paul Souza, Director, Pacific Southwest Region, U.S. Fish and Wildlife Service
David Murillo, Director, Mid-Pacific Region, U.S. Bureau of Reclamation

SUBJECT: Water Infrastructure Improvements for the Nation (WIIN) Act

Background

The Central Valley Project (CVP) is operated by the Bureau of Reclamation (Reclamation) and serves as one of the world's largest water storage and transport systems. Its major reservoirs have a combined storage of 11 million acre-feet of water. The State Water Project (SWP), operated and maintained by the California Department of Water Resources (DWR), can hold 5.8 million acre-feet of water. These operations affect seven federally listed aquatic species: Delta smelt, U.S. Fish and Wildlife Service (FWS) jurisdiction, and the remainder under National Marine Fisheries Service's (NMFS) jurisdiction.

The CVP and SWP are currently operating under a Biological Opinion FWS issued on December 15, 2008, and a Biological Opinion NMFS issued on June 4, 2009. Both biological opinions included reasonable and prudent alternatives (RPAs) to prevent jeopardy and adverse modification of designated critical habitat for multiple species of listed fish. During the winter and spring, the RPAs call for managing negative flows in Old and Middle Rivers (OMR) in the Delta driven by CVP and SWP water exports. Both RPAs include a range for the negative flow management based on factors including fish salvage at the export facilities, fish presence in the area of influence of the export facilities, and real time hydrologic conditions. Reclamation reinstituted consultation on these opinions with both Services on August 2, 2016.

Operations

The new Water Infrastructure Improvements for the Nation (WIIN) Act of 2016 confirms the considerations for the real time decision-making process and the flexibilities in operations utilized by the agencies during the 2013-2016 drought emergency. Section 4002 lists factors to be addressed in writing if reverse OMR flow rate less negative than the most negative reverse flow rate prescribed by the applicable biological opinion is deemed necessary by the Secretary of the Interior and the Secretary of Commerce (Secretaries). Section 4003 authorizes the Secretaries the option of allowing the CVP and SWP to operate at levels that result in OMR flows more negative than the most negative reverse flow rate prescribed by the applicable biological opinion to capture peak flows during storm-related events and the factors that must be considered in evaluating whether to exercise the option or not. The WIIN Act provides that it does not override, modify or amend the applicability of the Endangered Species Act (ESA) or relevant biological opinions for operations and that it should not be interpreted in a manner that causes additional adverse effects on listed species beyond the range of the effects anticipated to occur to the listed species in the biological opinions (Section 4012).

Stakeholder Coordination

The WIIN Act provides for additional coordination with public water agencies that contract for water delivery from the CVP or SWP. The Act provides that those agencies shall be able to provide information to the action agency (Reclamation) preparing a biological assessment for

consultation or reinitiation of consultation on the coordinated operations of the CVP and SWP. Reclamation shall also inform the public water agencies of the schedule for the biological assessment, while the Services shall provide a copy of a draft biological opinion and consider any comments provided by the public water agencies. Additionally, in the event of a biological opinion concluding that the project jeopardizes listed species or adversely modifies or destroys listed habitat, the public water agencies shall have the opportunity to confer with Reclamation and DWR about reasonable and prudent alternatives, prior to Reclamation and DWR identifying one or more reasonable and prudent alternatives for consideration by the Services. Moreover, the Services must inform the public water agencies how each component of a reasonable and prudent alternative will contribute to avoiding jeopardy or adverse modification and why other proposed alternative actions are inadequate to do so. While consultation is ongoing, the Secretaries of the Interior and Commerce will regularly solicit input through the Collaborative Science and Adaptive Management Program (CSAMP). CSAMP may provide recommendations to improve the effects analysis and Federal agency determinations for due consideration.

Science and Monitoring

Reclamation and the Service participate in various multi-agency and stakeholder involved programs which evaluate, develop, and implement monitoring and scientific studies to inform water operations, including CSAMP. These programs all have review and adaptive management processes that foster continual improvement in their effectiveness to inform water operations and assess the status (health, distribution and abundance) of ESA listed species. These collaborative forums will continue to be utilized while implementing activities in the WIIN Act. The WIIN Act's exemption of CSAMP from the Federal Advisory Committee Act (FACA) continues CSAMP not being subject to FACA requirements now that the Biological Opinions were upheld and the court imposed process ended.

Additional drought funding over the last few years enabled the acceleration of implementing new methods and studies and resulted in improved operational flexibility and protection of ESA species during the drought. Items in the WIIN Act that propose additional real time operations monitoring, conservation hatchery, restoration, testing new technology, and improving infrastructure of CVP and SWP have been discussed. These actions fall outside of existing Biological Opinion and other monitoring requirements and are not budgeted for by Reclamation. For example, the Service, with the support of Reclamation, has begun implementation of an Enhanced Delta Smelt Monitoring (EDSM) program, consistent with the requirements of Section 4010. The EDSM study design applies statistical methods to create a high frequency sampling regime that reduces uncertainty to support real-time water operations decisions and estimate Delta Smelt abundance and distribution. The Service began a limited EDSM in December, ramped up to implementing the full study design in February, and continue to seek stakeholder input to improve implementation. No funding has been identified for the final year of the existing agreement nor for future years.

Conservation Hatcheries

The WIIN Act also directs the Secretaries to develop and implement as necessary the expanded use of conservation hatchery programs (Section 4010). The Service propagates endangered winter-run Chinook salmon at Livingston Stone National Fish Hatchery to assist in the recovery of the species, including a long-standing program to supplement the existing wild population in

the Sacramento River below Shasta dam, as well as a recently expanded effort to establish captive brood stocks for use in reintroducing winter-run Chinook salmon to the Sacramento River watershed above Lake Shasta and to a restored Battle Creek.

The Service also continues to collaborate with the DWR to plan for a Fish Technology Center (FTC). The FTC would be a research-oriented facility that would hold the Service's main refugial population of Delta Smelt and conduct research into captive propagation techniques necessary to facilitate augmenting wild populations. The Service expects to complete the Environmental Impact Statement and to secure the permits for the FTC this fall, although no funds have been identified for construction or operation of the facility. The Service is also drafting an Environmental Assessment for construction of a larger conservation hatchery facility to be located near the FTC. The hatchery would use the techniques developed at the FTC to produce the large numbers of fish necessary to augment wild populations, or to re-introduce extirpated species, should those actions be necessary for recovery. Reclamation already funds U.C. Davis to maintain an existing Delta Smelt Culture Facility (hatchery) as a contingency against extinction of wild populations, and surplus fish are available to support research.

To: William Werkheiser[whwerkhe@usgs.gov]
From: Burkett, Virginia
Sent: 2017-07-20T16:42:26-04:00
Importance: Normal
Subject: Fwd: Whistleblower Case Shows How Trump Tries to Silence Science
Received: 2017-07-20T16:42:32-04:00

Hi Bill, these two bullets from the story below about Joel Clement are relevant to our discussion with Jim Cason tomorrow:

- **Alter scientific content** on government websites and reduce public access to data. The report highlights the removal of climate data from the government's open portal website. A program coordinator for the U.S. Geological Survey also recently [warned colleagues](#) that the administration's proposed 2018 budget would reduce or eliminate the availability of some data.
- Appoint people to scientific **leadership positions who have little scientific background or strong ties to industries they would be regulating**. The latest example was announced on Wednesday when Trump named Iowa talk radio host [Sam Clovis](#), whose background is in politics and business economics and who has described climate change as "junk science," to the Department of Agriculture's top scientific post. The position is tasked with ensuring "scientific integrity" in the department.

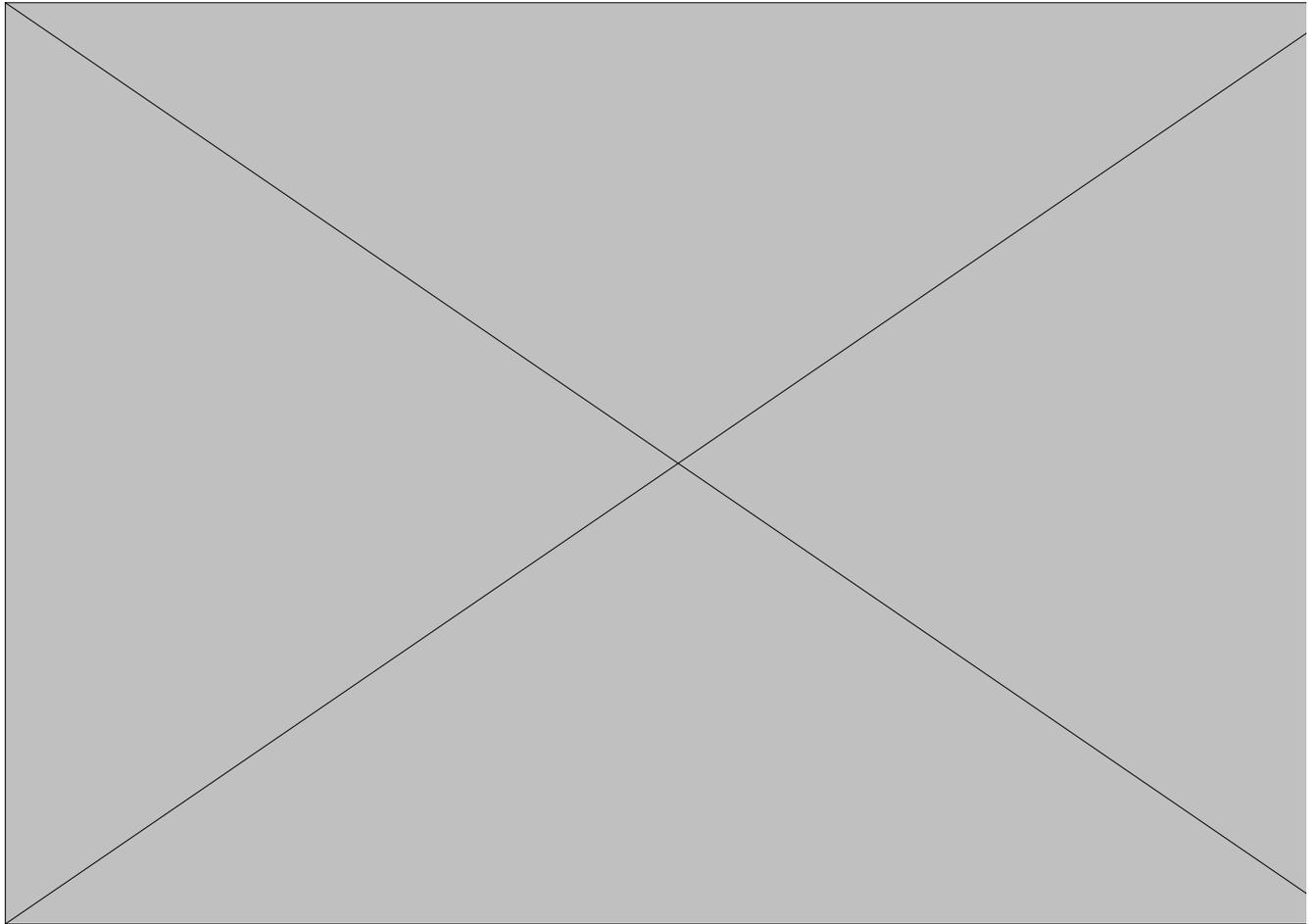
Whistleblower Case Shows How Trump Tries to Silence Science

For the first time since the Trump administration came to office and began dismantling the key science underpinnings of federal climate policy, a senior agency official has invoked the protections of the whistleblower law to publicly object to what he calls an illegal attempt to intimidate him.

The official, Joel Clement, had been the director of the Office of Policy Analysis at the Interior Department before he says he was arbitrarily reassigned to an obscure accounting post to punish him for speaking up about protections for native Americans in Alaska. He says that was ordered by Interior Secretary [Ryan Zinke](#) to force him to be quiet or quit—and to send a message.

Clement, who publicized his formal complaint in a [commentary published Wednesday in the Washington Post](#), said his case is not an isolated example but part of a pattern. "It's been a difficult few months for those of us on the inside," he told InsideClimate News in an interview. "This administration has abused a long list of rules and procedures to purge scientists and experts that don't agree with their political views. We need to work together strategically to end these abuses or the health and safety of more Americans will be at risk."

On Thursday, the Union of Concerned Scientists [issued a detailed report](#) running through a long list of actions the advocacy group says shows the pattern at work. The selection of top officials who dispute the mainstream consensus on the urgency of climate action, the reassignments of career officials and outside advisors, the proposed budget cuts to dismantle climate and other science-related offices while others are left empty, the revisions to published Web pages on the subject, and the attempts to roll back Obama era regulations and policies are all part of a common agenda.



Joel Clement speaks at an Interior Department event. Credit: U.S. Department of Interior

"This is a new era in which political interference in science is more likely and more frequent and will present serious risks to the health and safety of the American people," the report's authors wrote.

"Right out of the gate, we saw actions being taken," said Gretchen Goldman, one of the report's authors. "By our count, there's something we would consider an attack on science every four days in this administration. Even I was surprised at just much we have found."

The result is a hostile atmosphere for federal agency scientists. If the [Office of Special Counsel](#) upholds Clement's [rights as a federal employee](#), he will be able to stay in office, speak freely to sympathetic lawmakers, and communicate to the public and the press [without facing retribution](#).

Jeff Ruch, Executive Director of the group Public Employees for Environmental Responsibility, said Clement's whistleblower arguments could face some challenges. Trump's nominee to the head the Office of Special Counsel, who would likely decide Clement's case, is also headed for a confirmation vote soon.

At a Congressional hearing with several Trump appointees one day after Clement's announcement, Sen. Maria Cantwell (D-Wash.) raised concerns about the

reassignment of scientists in the Interior Department. "It's a lot of confusion and, in my sense, a lot of undermining science," she said. "I'm concerned enough that I intend to ask the inspector general to look into it."

Clement told ICN he's not sure what will happen. "I can't possibly predict what they'll do," he said.

"I hope this inspires other civil servants to speak up," Clement said. He has spent his career working in science and policy, starting out as a forest ecologist before working on public lands and water issues at a private foundation. Clement was hired nearly seven years ago by the Interior Department, where his work focused on the intersection of climate science and public lands. That's part of why his reassignment to an accounting position—one that collects royalty checks from fossil fuel companies—was particularly baffling.

"I believe I was retaliated against for speaking out publicly about the dangers that climate change poses to Alaska Native communities," he wrote in the Washington Post.

"As soon as I was reassigned, I thought it was obviously really fishy," he told ICN.

"When Zinke testified the next week that they were going to use reassignments to trim the workforce, then you could really smell a rat."

"There's been a malign neglect—anything that relates to this stuff, there's nobody there to support it. There are only people there to question it," Clement said in the interview.

"The default position to anything we work on has been, 'Why?' And if there's any connection to the Obama administration, it's that it must be undone."

Trump Tactics for Muzzling Science

The report by the Union of Concerned Scientists describes tactics it says are used by [Donald Trump's](#) administration and Congress "to diminish the role of science in our democracy." In addition to discussing ways science has been misrepresented by the administration, it documents administration efforts to:

- Sideline independent science advisors, such as Environmental Protection Agency Administrator Scott Pruitt's decision to end the service of many members of the EPA's [Board of Scientific Counselors](#).
- Restrict scientists' communication. The report notes that one of the administration's first actions was to issue a gag order on EPA and Agriculture Department employees, and that the Department of Energy Office of International Climate and Clean Energy in March banned staff from using the phrases "climate change" and "Paris agreement" in communications.
- Alter scientific content on government websites and reduce public access to data. The report highlights the removal of climate data from the government's open portal website. A program coordinator for the U.S. Geological Survey also recently [warned colleagues](#) that the administration's proposed 2018 budget would reduce or eliminate the availability of some data.
- Appoint people to scientific leadership positions who have little scientific background or strong ties to industries they would be regulating. The latest example was announced

on Wednesday when Trump named Iowa talk radio host [Sam Clovis](#), whose background is in politics and business economics and who has described climate change as "junk science," to the Department of Agriculture's top scientific post. The position is tasked with ensuring "scientific integrity" in the department.

- The report also describes the creation of hostile environments for scientific staff.
- "Evidence is growing that a culture of fear is increasing at government agencies, undermining scientific research and communication. Scientists are speaking to the media anonymously out of fear of retaliation; some are afraid to utter the words 'climate change'," the report says.
- The report points out that while Trump has appointed opponents of strong climate action to many key posts, the administration has left key science positions empty.
- "We risk reducing the role of science in policymaking by decades, just when science is more important than ever in addressing global challenges—from keeping our air and water clean and staving off global pandemics to mitigating and preparing for the effects of climate change," the authors wrote.

- **Ignoring**

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- ----- Forwarded message -----
- From: **InsideClimate News** <newsletters@insideclimatenews.org>
- Date: Thu, Jul 20, 2017 at 1:07 PM
- Subject: Whistleblower Case Shows How Trump Tries to Silence Science
- To: Virginia <virginia_burkett@usgs.gov>

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In the 07/20/2017 edition:

- [Whistleblower Case Shows How Trump Tries to Silence Science](#)

Whistleblower Case Shows How Trump Tries to Silence Science

A top federal scientist working with Alaska Native communities on climate change talks about abuses of power and intimidation, while a report details other tactics.

By Sabrina Shankman

For the first time since the Trump administration came to office and began dismantling the key science underpinnings of federal climate policy, a senior agency official has invoked the protections of the whistleblower law to publicly object to what he calls an illegal attempt to intimidate him.

See Also:

[Trump Plan Would 'Reduce or Eliminate' Important Data Access, Federal Science Official Warns](#)

[5 Shades of Climate Denial, All on Display in the Trump White House](#)

[Congress to Pruitt: We're Not Cutting EPA Budget to Trump's Levels](#)

[Scientists Call Out Pruitt's False View of Climate Change](#)

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To: Richardson, Karen[karen.richardson@sol.doi.gov]
From: Pletcher, Mary
Sent: 2017-07-21T15:48:18-04:00
Importance: Normal
Subject: Fwd: Clement - Senior Executive Service Directed Reassignment
Received: 2017-07-21T15:48:26-04:00
[Clement Reassignment.pdf](#)

----- Forwarded message -----

From: **Pletcher, Mary** <mary_pletcher@ios.doi.gov>
Date: Thu, Jun 15, 2017 at 7:22 PM
Subject: Clement - Senior Executive Service Directed Reassignment
To: Joel Clement <joel_clement@ios.doi.gov>
Cc: James Cason <james_cason@ios.doi.gov>, Amy Holley <amy_holley@ios.doi.gov>, Steve Glomb <steve_glomb@ios.doi.gov>

Dear Joel Clement,

The Senior Executive Service (SES) was established by Title IV of the Civil Service Reform Act (CSRA) of 1978 (P.L. 95-454, October 13, 1978). The intent of the CSRA was to create a corps of seasoned leaders with broad and diverse experiences who can lead a variety of organizations. Congress intended the SES to be a mobile corps of members. As a member of the SES, you serve the vital role of ensuring that the executive management of the Department is both responsive to the needs, policies, and goals of the nation and is of the highest quality.

Rotation of SES provides an opportunity to improve talent development, mission delivery, and collaboration. It facilitates joint problem-solving and effective decision-making. The Executive Resources Board has approved your reassignment from your current position. You are being reassigned to Senior Program Advisor with the Office of Natural Resources Revenue, located in Washington, DC. The attached memorandum provides formal notice of your reassignment. You may scan and email your acknowledgement of receipt and decision electronically or send via mail.

If you have any questions about the memorandum, please let me know. I can be reached at (202) 208-4505.

Best,
Mary

--

Mary Pletcher
Department of the Interior
Deputy Assistant Secretary for Human Capital and Diversity
Chief Human Capital Officer
(202) 208-4505

--

Mary Pletcher
Department of the Interior
Deputy Assistant Secretary for Human Capital and Diversity
Chief Human Capital Officer
(202) 208-4505



United States Department of the Interior

OFFICE OF THE SECRETARY

Washington, DC 20240

JUN 15 2017

Memorandum

To: Joel Clement

From: James Cason
Associate Deputy Secretary
Chairperson, Executive Resources Board

Subject: Senior Executive Service Directed Reassignment

The Senior Executive Service (SES) was established by Title IV of the Civil Service Reform Act (CSRA) of 1978 (P.L. 95-454, October 13, 1978). The intent of the CSRA was to create a corps of seasoned leaders with broad and diverse experiences who can lead a variety of organizations. Congress intended the SES to be a mobile corps of managers. As a member of the SES, you serve the vital role of ensuring that the executive management of the Department is both responsive to the needs, policies, and goals of the nation and is of the highest quality.

Rotation of SES provides an opportunity to improve talent development, mission delivery, and collaboration. It facilitates joint problem-solving and effective decision-making. This memorandum is to inform you that the Executive Resources Board has approved your reassignment from the position of Director, Office of Policy Analysis, Office of the Secretary, Assistant Secretary – Policy, Management and Budget, duty station Washington, DC to Senior Program Advisor, ES-0301, with the Office of Natural Resources Revenue, duty station Washington, DC. You will retain your career appointment and your pay level will remain the same. As the Director of the Office of Policy Analysis, you oversee cross-cutting analysis and coordination to support decision-making and policies. You oversee the development of the annual report on the Department's economic contributions to the National economy. You are experienced at leading experts that provide objective economic and policy analysis. You are well qualified to serve as Senior Program Advisor of the Office of Natural Resources Revenue.

This letter provides you the required 15 days advanced notice of your directed reassignment as required by 5 CFR 317.901(b)(1). The effective date of this reassignment will be no earlier than 15 days after your receipt of this notification, unless you elect to waive the notification period and report for duty at an earlier date. Please indicate your acknowledgement of receipt and decision on the attached decision copy of this memorandum and return to Ms. Mary Pletcher, Deputy Assistant Secretary – Human Capital and Diversity and Chief Human Capital Officer. Acknowledgement of receipt does not indicate agreement with this action. Questions concerning this reassignment should be addressed to Ms. Pletcher. She can be reached on (202) 208-4505 or via email at mary_pletcher@ios.doi.gov.

Mailing Address:

Mary Pletcher - Deputy Assistant Secretary for Human Capital and Diversity
Department of the Interior
1849 C Street, NW
Mail Stop 5125
Washington, DC 20240

Receipt Acknowledged:

Date: _____

Signature: _____
NAME

I hereby waive the 15-day notice and request that the reassignment be effective as soon as practicable, but not before June 29, 2017.

Name

Date

I do not wish to waive the 15-day notice period and request that the action be effected at least 15 days after your memorandum advising me of the reassignment. The reassignment will not be effective before June 29, 2017.

Name

Date

To: (b)(6), (b)(7)(C) @doioig.gov]
From: Pletcher, Mary
Sent: 2017-08-14T10:31:23-04:00
Importance: Normal
Subject: Fwd: Clement - Senior Executive Service Directed Reassignment
Received: 2017-08-14T10:31:35-04:00
[Clement Reassignment.pdf](#)

----- Forwarded message -----

From: **Pletcher, Mary** <mary_pletcher@ios.doi.gov>
Date: Thu, Jun 15, 2017 at 7:22 PM
Subject: Clement - Senior Executive Service Directed Reassignment
To: Joel Clement <joel_clement@ios.doi.gov>
Cc: James Cason <james_cason@ios.doi.gov>, Amy Holley <amy_holley@ios.doi.gov>, Steve Glomb <steve_glomb@ios.doi.gov>

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Mary

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Mary Pletcher
Department of the Interior
Deputy Assistant Secretary for Human Capital and Diversity
Chief Human Capital Officer
(202) 208-4505

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Department of the Interior
Deputy Assistant Secretary for Human Capital and Diversity
Chief Human Capital Officer
(202) 208-4505



United States Department of the Interior

OFFICE OF THE SECRETARY

Washington, DC 20240

JUN 15 2017

Memorandum

To: Joel Clement

From: James Cason
Associate Deputy Secretary
Chairperson, Executive Resources Board

Subject: Senior Executive Service Directed Reassignment

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Mailing Address:

Mary Pletcher - Deputy Assistant Secretary for Human Capital and Diversity
Department of the Interior
1849 C Street, NW
Mail Stop 5125
Washington, DC 20240

Receipt Acknowledged:

Date: _____

Signature: _____
NAME

I hereby waive the 15-day notice and request that the reassignment be effective as soon as practicable, but not before June 29, 2017.

Name

Date

I do not wish to waive the 15-day notice period and request that the action be effected at least 15 days after your memorandum advising me of the reassignment. The reassignment will not be effective before June 29, 2017.

Name

Date

To: Travnicek, Andrea[andrea_travnicek@ios.doi.gov]
Cc: Beard, Douglas[dbeard@usgs.gov]; Burkett, Virginia[virginia_burkett@usgs.gov]; William Werkheiser[whwerkhe@usgs.gov]; Judy J Nowakowski[jnowakowski@usgs.gov]
From: David Reidmiller
Sent: 2017-08-17T12:12:30-04:00
Importance: Normal
Subject: Re: Request for comments on IPCC AR6 WG1,2+3 report outlines
Received: 2017-08-17T12:13:45-04:00

From my perspective at USGCRP, I do not recall having worked closely with others in the Office of Policy Planning and Analysis in the last few months. I cannot speak to Doug or Virginia's engagement on USGCRP matters, though.

On Thu, Aug 17, 2017 at 12:01 PM, Travnicek, Andrea <andrea_travnicek@ios.doi.gov> wrote:

Thanks for the information on this. And have you been working with anyone else from the Office of Policy Planning and Analysis the last few months?

Andrea

Andrea Travnicek, Ph.D.
Acting Assistant Secretary for Water and Science
Office of the Secretary
U.S. Department of the Interior
work: [202-208-0969](tel:202-208-0969)
cell: [202-987-7220](tel:202-987-7220)

On Thu, Aug 17, 2017 at 10:23 AM, David Reidmiller <dreidmiller@usgcrp.gov> wrote:

The last major product released by USGCRP was its Triennial update to the Strategic Plan in Jan 2017. Joel, in his role as SGCR Principal for DOI, provided final DOI concurrence. The last major scientific assessment released by USGCRP was the Climate Change and Human Health Report in Spring 2016. Again, Joel provided final DOI concurrence.

I know some of the SGCR Principals from other USGCRP agencies have provided or are providing their new politicals with briefings on the CSSR, but the ultimate concurrence lies with the SGCR Principal, per OSTP guidance.

Dave

On Thu, Aug 17, 2017 at 9:13 AM, Beard, Douglas <dbeard@usgs.gov> wrote:

I believe during the previous administration would have come from the DOI principle (which was Joel Clement for most of the previous administration, proceeded by Alan Thornhill). Prior to the last administration, as best we can tell, the final approval came from the USGS director (acting in the role as DOI principle).

Virginia, Dave, again, please correct me if wrong.

Doug

T. Douglas Beard, Jr., Ph.D.
Acting Associate Director
Climate and Land Use Mission Area
MS-516, 12201 Sunrise Valley Drive
Reston, VA 20192

703-648-4215
dbeard@usgs.gov

On Thu, Aug 17, 2017 at 8:38 AM, Travnicek, Andrea <andrea_travnicek@ios.doi.gov> wrote:

Thanks for the further detail and for clarification. Who officially concurred on any last submittals? Virginia or USGS director or was it Joel Clement?

Thanks.
Andrea

Andrea Travnicek, Ph.D.
Acting Assistant Secretary for Water and Science
Office of the Secretary
U.S. Department of the Interior
work: 202-208-0969
cell: 202-987-7220

On Thu, Aug 17, 2017 at 7:31 AM, Beard, Douglas <dbeard@usgs.gov> wrote:

All,
Virginia is the best places to answer, she's had the longest tenure with GCRP (but she's on leave this week, so may not hear from her). My best understanding is that the final submission of comments and concurrence comes from the GCRP principal. (I'm not 100% sure on the comments, those may come from the point of contact for each report). I do believe the concurrence (or non-concurrence) for the final approval rests with the GCRP principle. In early parts of the process, i.e. during the early scientific peer reviews, they comments have generally been submitted to GCRP by the DOI point of contact (because the reports are not at the approval point yet) for each report. For instance the first internal interagency peer review for the National Climate Assessment impact assessment coordination is ongoing now and coordinated by Virginia, the report(s) have been distributed widely across DOI and the comments will be collated and officially submitted through Virginia.

As for the Climate Science Special Report (due this Friday), the gist of the discussion yesterday revolved around timing and how the concurrence process might occur. In theory if we say nothing, then that is viewed as concurrence with the report. However other Departments were still in various stages of clearance and some may ask for a deadline extension (we could do this also). I think our options are these (Dave please correct me if I'm off base here), 0) Say nothing, then we will be viewed as concurring, 1). Ask for more

time, 2). Concur contingent on our comments being addressed, 3). Wait for concurrence after one more review to assure comments have been incorporated or 4). Don't Concur (but we'd need to outline a major scientific flaw, that had been overlooked in previous peer reviews. I suggest that is not the case from the comments I heard yesterday at the GCRP principles meetings and from our own internal review. There were some terminology concerns, some minor science issues, but nothing that appears to be a fatal flaw in the science).

Hope this helps and Virginia, Dave, please correct me if I'm off base on any of these comments.

Doug

T. Douglas Beard, Jr., Ph.D.
Acting Associate Director
Climate and Land Use Mission Area
MS-516, 12201 Sunrise Valley Drive
Reston, VA 20192

703-648-4215
dbeard@usgs.gov

On Wed, Aug 16, 2017 at 5:26 PM, David Reidmiller <dreidmiller@usgcrp.gov> wrote:

Andrea,
I'm cc'ing Doug, as well as Virginia (who I think may be on leave this week), since they have a far longer tenure with DOI and can speak more accurately to how such matters have been handled by DOI in the past.

I can respond to the second part, though:
USGCRP (i.e., the National Coordination Office, where I sit / am detailed to) receives the comments made during the inter-agency review periods. Those comments are then given to the authors of the report under review, who - in turn - revise the report in light of those comments.

And, yes, for IPCC reports, USGCRP will receive them since we maintain the Review and Comment site, but the State Department does the final comment compilation, approval, and transmission to the IPCC Secretariat.

Dave

On Wed, Aug 16, 2017 at 5:06 PM, Travnicek, Andrea <andrea_travnicek@ios.doi.gov> wrote:

Thanks David this is helpful
For previous report submittals...who officially from DOI submitted...thinking reports similar the SGCR Principal (or designee) described above for the Climate Science

Special Report. And who officially does the submitted information go to? Who is the central receiver of all of the comments.

Sounds like the State Department takes all the comments for the IPCC reports.

Andrea Travnicek, Ph.D.
Acting Assistant Secretary for Water and Science
Office of the Secretary
U.S. Department of the Interior
work: [202-208-0969](tel:202-208-0969)
cell: [202-987-7220](tel:202-987-7220)

On Wed, Aug 16, 2017 at 3:36 PM, David Reidmiller <dreidmiller@usgcrp.gov> wrote:

Andrea,
Generally speaking, comments for all such reports are submitted through a password-protected Review and Comment site maintained by USGCRP (<https://review.globalchange.gov/>).

From there, however, there are two distinct elements:

(a) IPCC reports

This process is coordinated globally through the IPCC Secretariat (in Geneva). State Dept coordinates the USG's engagement in IPCC and USGCRP - in cooperation with State - works to submit a compiled USG collection of agency comments. IPCC reports undergo three rounds of review (each of which is 6-8 weeks long):

1. Expert Review (no formal govt role)
2. Expert & Govt Review (formal govt role)
3. Final Govt Review (formal govt role)

Historically, State and USGCRP have brought together federally-led (and staffed) chapter-specific review teams for steps (2) and (3). Ultimately, responsibility lies with the IPCC Focal Point for the U.S. (currently Trigg Talley at the State Dept) to submit the compilation of USG comments.

Generally speaking, the folks who would have access via the formal USG review would be those federal reviewers serving on the chapter review teams.

Alice Alpert (AlpertA@state.gov) and Farhan Akhtar (AkhtarFH@state.gov) are the staff-level folks at State who are charged with leading this work for the ongoing 6th Assessment Report cycle.

For more information about the IPCC schedule, you can check out: http://ipcc.ch/scripts/_calendar_template.php?wg=8

(b) USGCRP reports

There are 4 USGCRP products that are in various stages of development:

1. Climate Science Special Report (CSSR)
2. 2nd State of the Carbon Cycle Report (SOCCR-2)
3. 4th National Climate Assessment (NCA4)
4. Our Changing Planet (annual report to Congress on USGCRP highlights / budget cross-cut)

Items (1) through (3) undergo at least six rounds of review, including several rounds of inter-agency review, a public comment period, as well as an external, expert peer-review from the National Academies. Our Changing Planet is not a technical report and, as such, undergoes a round or two of inter-agency review and that's it.

The practice for inter-agency reviews can vary by agency, but generally speaking this is what happens:

- (a) USGCRP sends out an email to SGCR Principals announcing the commencement of an inter-agency review for a given product with a stated deadline. That email will direct them to the aforementioned Review and Comment (R&C) site, which can be accessed by each Principal (or his/her designee) through agency-specific credentials.
- (b) The SGCR Principal (or designee) will log-in to the R&C site, download the report and (in most instances) download an off-line comment form (which is a pre-formatted .xls file).
- (c) The SGCR Principal (or designee) shares the report and offline comment form with relevant subject matter experts within the agency.
- (d) The SGCR Principal (or designee) compiles comments from all subject matter experts into a single .xls file and uploads it to the R&C system before the deadline stated in (a).
- (e) Authors then revise the report in light of the comments.

Specifically, for the CSSR - which is in final federal review and closes this Fri, Aug 18 - I believe Virginia is working with Adam Terando (DOI/USGS) to ensure the relevant technical experts are reviewing.

For NCA4 - which is undergoing its initial inter-agency review and closes Sept 1 - again, I believe Virginia is working with Adam to ensure the relevant technical experts are reviewing.

I realize this is a lot of detail. And yet it may leave some questions unanswered, so please don't hesitate to ask for clarification/expansion, or call [202-419-3470](tel:202-419-3470) if it'd be easier.

David

On Wed, Aug 16, 2017 at 10:53 AM, Travnicek, Andrea <andrea_travnicek@ios.doi.gov> wrote:

David-

Can you lay out the process for me again on how the submittals of the comments work for these reports, the climate science report and the upcoming one that looks like it is due the 1st? I am not looking at commenting personally at this time but want to know the past process for DOI as comments are submitted from our people that have been involved.

Looking for information on who exactly comments and then how they are officially submitted.

Also looking for who they are submitted too and where the report goes from there. Who officially gets the report?

If I can get that information today that would be great. Just trying to get the process and procedures down on this since this is new to me.

And then in the near future, I talked to Virginia this week and was looking for some sort of diagram too that lays out all of the reports being worked on and the processes they go through and the timelines of review to finalization.

Thanks for your time on this.
Andrea

Andrea Travnicek, Ph.D.
Acting Assistant Secretary for Water and Science
Office of the Secretary
U.S. Department of the Interior
work: 202-208-0969
cell: 202-987-7220

On Mon, Aug 7, 2017 at 2:49 PM, David Reidmiller <dreidmiller@usgcrp.gov> wrote:

This message is being sent on behalf of the Department of State

Hello SGCR colleagues,

At the September 6-10 meeting of the Intergovernmental Panel on Climate Change (IPCC), government representatives will discuss and approve outlines for the contributions of Working Groups I (The Physical Science Basis), II (Impacts, Adaptation, and Vulnerability), and III (Mitigation of Climate Change).

Please take a look at the attached outlines and evaluate for red line issues, concerns on how topics are framed, and whether you would like to see any additional content included. Note, there will be limited ability to make edits, and if the content is acceptable no response is needed. The outlines are indicative; while authors will use the bulleted topics as a guide, they may decide to expand or limit the scope based upon available literature.

Please forward to any colleagues with relevant experience/equities and send comments via email to alperta@state.gov (cc'd) **by COB Thursday, August 17**. And let me know if there are any questions, concerns, etc. Thank you very much.

All the best,
Alice Alpert

--

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--

David Reidmiller, PhD

Director, National Climate Assessment

U.S. Global Change Research Program

1800 G Street NW, Suite 9100

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dreidmiller@usgcrp.gov

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--

David Reidmiller, PhD

Director, National Climate Assessment

U.S. Global Change Research Program

1800 G Street NW, Suite 9100

Washington, DC 20006

+1 (202) 419-3470 (office)

dreidmiller@usgcrp.gov

To: David Bernhardt [REDACTED] (b)(6) @ios.doi.gov]
From: Travnicek, Andrea
Sent: 2017-08-17T16:33:20-04:00
Importance: Normal
Subject: Fwd: Climate Science Special Report
Received: 2017-08-17T16:33:47-04:00

Looks like there are people in the office that the concurrences used to go through.
Let me know if you have time for a call when you are traveling.

Thanks.
Andrea
Andrea Travnicek, Ph.D.
Acting Assistant Secretary for Water and Science
Office of the Secretary
U.S. Department of the Interior
work: 202-208-0969
cell: 202-987-7220

----- Forwarded message -----
From: **Brown, Michelle** <michelle_brown@ios.doi.gov>
Date: Thu, Aug 17, 2017 at 2:46 PM
Subject: Climate Science Special Report
To: Andrea Travnicek <andrea_travnicek@ios.doi.gov>

Shawn Buchner is the Acting Dir of Policy & Analysis, and is Joel Clement's replacement.

Steve Glomb is the Acting DAS of Policy & International Affairs; Buchner works for Glomb.

Michelle R. Brown
Office of the Assistant Secretary,
Water & Science
Department of the Interior
202-208-7187

To: Travnicek, Andrea[andrea_travnicek@ios.doi.gov]
From: David Bernhardt
Sent: 2017-08-18T01:09:03-04:00
Importance: Normal
Subject: Re: Climate Science Special Report
Received: 2017-08-18T01:09:11-04:00

Andrea: I was out of cell service. Give me a call in the am.

Sent from my iPhone

On Aug 17, 2017, at 2:33 PM, Travnicek, Andrea <andrea_travnicek@ios.doi.gov> wrote:

Looks like there are people in the office that the concurrences used to go through.

Let me know if you have time for a call when you are traveling.

Thanks.
Andrea
Andrea Travnicek, Ph.D.
Acting Assistant Secretary for Water and Science
Office of the Secretary
U.S. Department of the Interior
work: 202-208-0969
cell: 202-987-7220

----- Forwarded message -----

From: **Brown, Michelle** <michelle_brown@ios.doi.gov>
Date: Thu, Aug 17, 2017 at 2:46 PM
Subject: Climate Science Special Report
To: Andrea Travnicek <andrea_travnicek@ios.doi.gov>

Shawn Buchner is the Acting Dir of Policy & Analysis, and is Joel Clement's replacement.

Steve Glomb is the Acting DAS of Policy & International Affairs; Buchner works for Glomb.

Michelle R. Brown
Office of the Assistant Secretary,
Water & Science
Department of the Interior
202-208-7187

To: David Bernhardt (b)(6)
From: Travnicek, Andrea
Sent: 2017-08-18T07:33:06-04:00
Importance: Normal
Subject: Re: Climate Science Special Report
Received: 2017-08-18T07:33:28-04:00

Ok call you around 8:30 eastern.
Thanks.
Andrea

Andrea Travnicek, Ph.D.
Acting Assistant Secretary for Water and Science
Office of the Secretary
U.S. Department of the Interior
work: 202-208-0969
cell: 202-987-7220

On Fri, Aug 18, 2017 at 1:09 AM, David Bernhardt <(b)(6)> wrote:

Andrea: I was out of cell service. Give me a call in the am.

Sent from my iPhone

On Aug 17, 2017, at 2:33 PM, Travnicek, Andrea <andrea_travnicek@ios.doi.gov> wrote:

Looks like there are people in the office that the concurrences used to go through.
Let me know if you have time for a call when you are traveling.

Thanks.
Andrea
Andrea Travnicek, Ph.D.
Acting Assistant Secretary for Water and Science
Office of the Secretary
U.S. Department of the Interior
work: 202-208-0969
cell: 202-987-7220

----- Forwarded message -----
From: **Brown, Michelle** <michelle_brown@ios.doi.gov>
Date: Thu, Aug 17, 2017 at 2:46 PM
Subject: Climate Science Special Report
To: Andrea Travnicek <andrea_travnicek@ios.doi.gov>

Shawn Buchner is the Acting Dir of Policy & Analysis, and is Joel Clement's replacement.

Steve Glomb is the Acting DAS of Policy & International Affairs; Buchner works for Glomb.

Michelle R. Brown
Office of the Assistant Secretary,
Water & Science
Department of the Interior
202-208-7187

To: Pletcher, Mary[mary_pletcher@ios.doi.gov]
From: Oxyer, Michelle
Sent: 2017-09-11T13:40:32-04:00
Importance: Normal
Received: 2017-09-11T13:40:45-04:00
[Performance Review Board Overview.docx](#)
[Performance Appraisal & Recognition Overview.pptx](#)
[Revised DOI SES Performance Appraisal Template March 2017.pdf](#)
[Revised DOI SES Performance Appraisal System Description March 2017.pdf](#)
[ERB Overview August 2017.docx](#)
[Request to Recruit Form.docx](#)
[Request to Recruit Form Regional Solicitor Alaska.docx](#)
[SES Roster 082217 \(1\).xlsx](#)

Michelle Oxyer

Executive Resources Division
Office of Human Resources
Department of the Interior
Phone 202-208-6943
michelle_oxyer@ios.doi.gov

**Current SES Roster
As of August 24, 2017**

Dept	Bur Or Ofc	Bur Or Ofc Desc	Sub Bur	Sub Bur Desc	Name Compressed	Pay Plan
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	50	OS,ASST SEC INDIAN AFFR	BEARPAW, GEORGE WATIE	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	50	OS,ASST SEC INDIAN AFFR	BURCKMAN, JAMES N.	ES
IN	06	OFFICE OF THE SECRETARY OF THE INTERIOR	BB	OS,ASST SEC INDIAN AFFR	DEERINWATER, DANIEL J.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	50	OS,ASST SEC INDIAN AFFR	FREEMAN, SHAREE M.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	50	OS,ASST SEC INDIAN AFFR	HART, PAULA L.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	50	OS,ASST SEC INDIAN AFFR	LAROCHE, DARRELL WILLIAM	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	50	OS,ASST SEC INDIAN AFFR	SCHOCK, JAMES H.	ES
IN	06	BUREAU OF INDIAN AFFAIRS	KK	CENTRAL OFFICE HDQTRS.	BLACK, MICHAEL S.	ES
IN	06	BUREAU OF INDIAN AFFAIRS	HH	WESTERN REGION	BOWKER, BRYAN L.	ES
IN	06	BUREAU OF INDIAN AFFAIRS	JJ	PACIFIC REGION	DUTSCHKE, AMY L.	ES
IN	06	BUREAU OF INDIAN AFFAIRS	KK	CENTRAL OFFICE HDQTRS.	JAMES, JAMES D. JR.	ES
IN	06	BUREAU OF INDIAN AFFAIRS	CC	ROCKY MOUNTAIN REGION	LA COUNTE, DARRYL D. II	ES
IN	06	BUREAU OF INDIAN AFFAIRS	AA	GREAT PLAINS REGION	LAPOINTE, TIMOTHY L.	ES
IN	01	BUREAU OF INDIAN AFFAIRS	70	CENTRAL OFFICE HDQTRS.	LORDS, DOUGLAS A.	ES
IN	06	BUREAU OF INDIAN AFFAIRS	KK	CENTRAL OFFICE HDQTRS.	LOUDERMILK, WELDON B.	ES
IN	06	BUREAU OF INDIAN AFFAIRS	SS	EASTERN REGION	MAYTUBBY, BRUCE W.	ES
IN	06	BUREAU OF INDIAN AFFAIRS	KK	CENTRAL OFFICE HDQTRS.	ORTIZ, HANKIE P.	ES
IN	06	BUREAU OF INDIAN AFFAIRS	NN	NAVAJO REGION	PINTO, SHARON ANN	ES
IN	06	BUREAU OF INDIAN AFFAIRS	PR	NORTHWEST REGION	SPEAKS, STANLEY M.	ES
IN	06	BUREAU OF INDIAN AFFAIRS	GG	EASTERN OKLAHOMA REGION	STREATER, EDDIE R.	ES
IN	06	BUREAU OF INDIAN AFFAIRS	MM	SOUTHWEST REGION	WALKER, WILLIAM T.	ES
IN	06	BUREAU OF INDIAN EDUCATION	DD	OFC OF INDIAN ED PROGMS	DAVIS, ROSE MARIE	ES

**Current SES Roster
As of August 24, 2017**

Occ Ser	Position Title Opm	Location	Type Of Appt	Type Of Appointment Desc	Date Entered Current Position
0560	BUDGET OFFICER	WASHINGTON,DC	50	CAREER (SES PERM)	02/09/14
0301	DIRECTOR OF HUMAN CAPITAL MGMT	WASHINGTON,DC	50	CAREER (SES PERM)	02/01/09
301	SENIOR ADVISOR TO THE ASSISTANT SECRETARY - INDIAN AFFAIRS	ANADARKO,OKLAHOMA	50	CAREER (SES PERM)	08/20/17
0340	DIRECTOR, OFC OF SELF-GOVERNANCE	WASHINGTON,DC	50	CAREER (SES PERM)	01/21/07
0301	DIRECTOR, OFFICE OF INDIAN GAMING MGT	WASHINGTON,DC	50	CAREER (SES PERM)	01/31/10
0340	DIRECTOR, FACILITIES, SAFETY & PROPERTY MANAGEMENT	RESTON,VIRGINIA	50	CAREER (SES PERM)	06/01/14
0501	CHIEF FINANCIAL OFFICER	WASHINGTON,DC	50	CAREER (SES PERM)	12/29/13
0301	SENIOR ADVISOR TO THE DIRECTOR-BUREAU OF INDIAN AFFAIRS	BILLINGS,MONTANA	50	CAREER (SES PERM)	11/02/16
0340	REGIONAL DIRECTOR	PHOENIX,ARIZONA	50	CAREER (SES PERM)	07/04/10
0340	REGIONAL DIRECTOR-PACIFIC	SACRAMENTO,CALIFORNIA	50	CAREER (SES PERM)	10/10/10
0340	DEPUTY DIRECTOR, FIELD OPERATIONS	ALBUQUERQUE,NEW MEXICO	50	CAREER (SES PERM)	07/09/17
0340	REGIONAL DIRECTOR	BILLINGS,MONTANA	50	CAREER (SES PERM)	03/08/15
0340	REGIONAL DIRECTOR-GREAT PLAINS	ABERDEEN,SOUTH DAKOTA	50	CAREER (SES PERM)	11/02/14
0340	DEPUTY BUREAU DIRECTOR-FIELD OPERATIONS	ALBUQUERQUE,NEW MEXICO	50	CAREER (SES PERM)	08/20/17
0340	DIRECTOR, BUREAU OF INDIAN AFFAIRS	WASHINGTON,DC	50	CAREER (SES PERM)	11/02/16
0340	REGIONAL DIRECTOR	NASHVILLE,TENNESSEE	50	CAREER (SES PERM)	09/06/15
0340	DEPUTY BUREAU DIRECTOR, INDIAN SERVICES	WASHINGTON,DC	50	CAREER (SES PERM)	03/25/12
0340	REGIONAL DIRECTOR	GALLUP,NEW MEXICO	50	CAREER (SES PERM)	10/09/11
0340	REGIONAL DIRECTOR	PORTLAND,OREGON	50	CAREER (SES PERM)	02/22/04
0340	REGIONAL DIRECTOR	MUSKOGEE,OKLAHOMA	50	CAREER (SES PERM)	07/12/15
0340	REGIONAL DIRECTOR	ALBUQUERQUE,NEW MEXICO	50	CAREER (SES PERM)	12/20/09
1701	ASSOCIATE DEPUTY DIRECTOR-TRIBALLY CONTROLLED SCHOOLS	BLOOMINGTON,MINNESOTA	50	CAREER (SES PERM)	02/21/16

**Current SES Roster
As of August 24, 2017**

Dept	Bur Or Ofc	Bur Or Ofc Desc	Sub Bur	Sub Bur Desc	Name Compressed	Pay Plan
IN	06	BUREAU OF INDIAN EDUCATION	DD	OFC OF INDIAN ED PROGMS	DEARMAN, TONY L.	ES
IN	06	BUREAU OF INDIAN EDUCATION	DD	OFC OF INDIAN ED PROGMS	HAMLEY, JEFFREY L.	ES
IN	06	BUREAU OF INDIAN EDUCATION	DD	OFC OF INDIAN ED PROGMS	PFEIFFER, TAMARAH NMN	ES
IN	06	BUREAU OF INDIAN EDUCATION	DD	OFC OF INDIAN ED PROGMS	STEVENS, BARTHOLOMEW S.	ES
IN	07	BUREAU OF RECLAMATION	08	DENVER	CORDOVA-HARRISON, ELIZABE	ES
IN	07	BUREAU OF RECLAMATION	03	LOWER COLORADO REGION	FULP, TERRANCE J	ES
IN	07	BUREAU OF RECLAMATION	01	PACIFIC NORTHWEST REGIO	GRAY, LORRI J	ES
IN	07	BUREAU OF RECLAMATION	08	DENVER	LUEBKE, THOMAS A	ES
IN	07	BUREAU OF RECLAMATION	08	DENVER	MULLER, BRUCE C JR	ES
IN	07	BUREAU OF RECLAMATION	02	MID PACIFIC REGION	MURILLO, DAVID G.	ES
IN	07	BUREAU OF RECLAMATION	09	WASHINGTON DC	PALUMBO, DAVID M.	ES
IN	07	BUREAU OF RECLAMATION	09	WASHINGTON DC	PAYNE, GRAYFORD F.	ES
IN	07	BUREAU OF RECLAMATION	04	UPPER COLORADO REGION	RHEES, BRENT B.	ES
IN	07	BUREAU OF RECLAMATION	06	GREAT PLAINS REGION	RYAN, MICHAEL J.	ES
IN	07	BUREAU OF RECLAMATION	08	DENVER	SMILEY, KARLA J.	ES
IN	07	BUREAU OF RECLAMATION	08	DENVER	WELCH, RUTH L.	ES
IN	07	BUREAU OF RECLAMATION	09	WASHINGTON DC	WOLF, ROBERT W	ES
IN	08	GEOLOGICAL SURVEY	AF	NATURAL HAZARDS	APPLEGATE, JAMES D. R.	ES
IN	08	GEOLOGICAL SURVEY	AJ	MIDWEST REGION	CARL, LEON M.	ES
IN	08	GEOLOGICAL SURVEY	AE	WATER	CLINE, DONALD WALTER	ES
IN	08	GEOLOGICAL SURVEY	AQ	ALASKA REGION	DEVARIS, AIMEE MARIE	ES
IN	08	GEOLOGICAL SURVEY	AM	SOUTHWEST REGION	ETHRIDGE, MAX M.	ES

**Current SES Roster
As of August 24, 2017**

Occ Ser	Position Title Opm	Location	Type Of Appt	Type Of Appointment Desc	Date Entered Current Position
1710	DIRECTOR, BUREAU OF INDIAN EDUCATION	WASHINGTON,DC	50	CAREER (SES PERM)	10/30/16
1720	ASSOCIATE DEPUTY DIRECTOR - PERFORMANCE & ACCOUNTABILITY	WASHINGTON,DC	50	CAREER (SES PERM)	04/26/09
1701	ASSOCIATE DEPUTY DIRECTOR-NAVAJO	WINDOW ROCK,ARIZONA	50	CAREER (SES PERM)	06/29/15
0340	DEPUTY DIRECTOR FOR SCHOOL OPERATIONS	WASHINGTON,DC	50	CAREER (SES PERM)	01/22/17
0340	DIRECTOR, MISSION SUPPORT ORGANIZATION	LAKEWOOD,COLORADO	50	CAREER (SES PERM)	04/16/06
0340	REGIONAL DIRECTOR	BOULDER CITY,NEVADA	50	CAREER (SES PERM)	09/23/12
0340	REGIONAL DIRECTOR	BOISE,IDAHO	50	CAREER (SES PERM)	01/01/12
0340	DIRECTOR, TECHNICAL SERVICE CENTER	LAKEWOOD,COLORADO	50	CAREER (SES PERM)	06/01/14
0340	DIRECTOR, SECURITY, SAFETY & LAW ENFORCEMENT	LAKEWOOD,COLORADO	50	CAREER (SES PERM)	09/21/14
0340	REGIONAL DIRECTOR, MID PACIFIC REGION	SACRAMENTO,CALIFORNIA	50	CAREER (SES PERM)	12/16/12
0340	DEPUTY COMMISSIONER- OPERATIONS	WASHINGTON,DC	50	CAREER (SES PERM)	10/04/15
0340	DEPUTY COMMISSIONER, PROGRAM, ADMINISTRATION AND BUDGET	WASHINGTON,DC	50	CAREER (SES PERM)	10/10/10
0340	REGIONAL DIRECTOR	SALT LAKE CITY,UTAH	50	CAREER (SES PERM)	04/05/15
0340	REGIONAL DIRECTOR	BILLINGS,MONTANA	50	CAREER (SES PERM)	06/26/05
2210	ASSOCIATE CHIEF INFORMATION OFFICER	LAKEWOOD,COLORADO	50	CAREER (SES PERM)	01/13/16
0340	DIRECTOR,POLICY AND ADMINISTRATION	LAKEWOOD,COLORADO	50	CAREER (SES PERM)	07/09/17
0340	DIRECTOR, PROGRAM & BUDGET	WASHINGTON,DC	50	CAREER (SES PERM)	01/27/02
1301	ASSOCIATE DIRECTOR FOR NATURAL HAZARDS	RESTON,VIRGINIA	50	CAREER (SES PERM)	05/22/11
0401	REGIONAL DIRECTOR - MIDWEST	ANN ARBOR,MICHIGAN	50	CAREER (SES PERM)	10/12/12
1301	ASSOCIATE DIRECTOR FOR WATER	RESTON,VIRGINIA	50	CAREER (SES PERM)	01/10/16
1301	REGIONAL DIRECTOR - ALASKA	ANCHORAGE,ALASKA	50	CAREER (SES PERM)	11/29/15
1301	REGIONAL DIRECTOR - SOUTHWEST REGION	LAKEWOOD,COLORADO	50	CAREER (SES PERM)	11/30/14

**Current SES Roster
As of August 24, 2017**

Dept	Bur Or Ofc	Bur Or Ofc Desc	Sub Bur	Sub Bur Desc	Name Compressed	Pay Plan
IN	08	GEOLOGICAL SURVEY	AP	NORTHWEST REGION	FERRERO, RICHARD C.	ES
IN	08	GEOLOGICAL SURVEY	AI	CORE SCIENCE SYSTEMS	GALLAGHER, KEVIN T	ES
IN	08	GEOLOGICAL SURVEY	AC	ADMINISTRATION	GONZALES-SCHREINER, ROSEA	ES
IN	08	GEOLOGICAL SURVEY	AA	DIRECTORS OFFICE	HILDEBRANDT, BETSY J.	ES
IN	08	GEOLOGICAL SURVEY	AG	ENERGY & MINERALS	HITZMAN, MURRAY WALTER	ES
IN	08	GEOLOGICAL SURVEY	AH	CLIMATE & LAND-USE	KELLY, FRANCIS P.	ES
IN	08	GEOLOGICAL SURVEY	AD	ECOSYSTEMS	KINSINGER, ANNE E.	ES
IN	08	GEOLOGICAL SURVEY	AA	DIRECTORS OFFICE	LODGE, CYNTHIA LOUISE	ES
IN	08	GEOLOGICAL SURVEY	AO	PACIFIC REGION	SOGGE, MARK K.	ES
IN	08	GEOLOGICAL SURVEY	AK	NORTHEAST REGION	TUPPER, MICHAEL H.	ES
IN	08	GEOLOGICAL SURVEY	AA	DIRECTORS OFFICE	WERKHEISER, WILLIAM H.	ES
IN	08	GEOLOGICAL SURVEY	AL	SOUTHEAST REGION	WEYERS, HOLLY S.	ES
IN	10	NATIONAL PARK SERVICE	SE	NATL PK SVC, SOUTHEAST	AUSTIN, STANLEY J.	ES
IN	10	NATIONAL PARK SERVICE	WO	NATL PK SVC, WASH OFFIC	AUSTIN, TERESA MADEYA	ES
IN	10	NATIONAL PARK SERVICE	WO	NATL PK SVC, WASH OFFIC	BENGE, SHAWN T.	ES
IN	10	NATIONAL PARK SERVICE	WO	NATL PK SVC, WASH OFFIC	BOWRON, JESSICA L.	ES
IN	10	NATIONAL PARK SERVICE	SE	NATL PK SVC, SOUTHEAST	CASH, CASSIUS M	ES
IN	10	NATIONAL PARK SERVICE	WO	NATL PK SVC, WASH OFFIC	COMPTON, JEFFREY S.	ES
IN	10	NATIONAL PARK SERVICE	AK	NATL PK SVC, ALASKA FIE	FROST, HERBERT C.	ES
IN	10	NATIONAL PARK SERVICE	PW	NATL PK SVC, PACIFIC WE	JOSS, LAURA	ES
IN	10	NATIONAL PARK SERVICE	NE	NATL PK SVC, NORTH EAST	LAIRD, JOSHUA RADBILL	ES
IN	10	NATIONAL PARK SERVICE	IM	NATL PK SVC, INTERMOUNT	LEHNERTZ, CHRISTINE S.	ES

**Current SES Roster
As of August 24, 2017**

Occ Ser	Position Title Opm	Location	Type Of Appt	Type Of Appointment Desc	Date Entered Current Position
0401	REGIONAL DIRECTOR - NORTHWEST REGION	SEATTLE,WASHINGTON	50	CAREER (SES PERM)	05/31/15
0340	ASSOCIATE DIRECTOR FOR CORE SCIENCE SYSTEMS	RESTON,VIRGINIA	50	CAREER (SES PERM)	04/21/11
0340	ASSOCIATE DIRECTOR FOR ADMINISTRATION	LAKWOOD,COLORADO	50	CAREER (SES PERM)	07/09/17
0340	ASSOCIATE DIRECTOR FOR COMMUNICATIONS AND PUBLISHING	RESTON,VIRGINIA	50	CAREER (SES PERM)	07/09/17
1350	ASSOCIATE DIRECTOR FOR ENERGY & MINERALS	RESTON,VIRGINIA	50	CAREER (SES PERM)	09/11/16
1301	DIRECTOR, EARTH RESOURCES OBSERVATION AND SCIENCE CENTER & POLICY ADVISOR	SIOUX FALLS,SOUTH DAKOTA	50	CAREER (SES PERM)	12/04/11
0401	ASSOCIATE DIRECTOR FOR ECOSYSTEMS	RESTON,VIRGINIA	50	CAREER (SES PERM)	04/19/11
0501	ASSOCIATE DIRECTOR FOR BUDGET,	RESTON,VIRGINIA	50	CAREER (SES PERM)	04/05/15
0401	REGIONAL EXECUTIVE - PACIFIC REGION	SACRAMENTO,CALIFORNIA	50	CAREER (SES PERM)	06/30/13
0340	REGIONAL DIRECTOR-NORTHEAST	RESTON,VIRGINIA	50	CAREER (SES PERM)	03/06/16
1301	DEPUTY DIRECTOR	RESTON,VIRGINIA	50	CAREER (SES PERM)	12/27/15
0401	REGIONAL DIRECTOR - SOUTHEAST	NORCROSS,GEORGIA	50	CAREER (SES PERM)	10/16/16
0340	REGIONAL DIRECTOR, SOUTHEAST	ATLANTA,GEORGIA	50	CAREER (SES PERM)	07/14/13
0340	ASSOCIATE DIRECTOR, BUSINESS SERVICES	WASHINGTON,DC	50	CAREER (SES PERM)	10/30/16
0340	ASSOCIATE DIRECTOR, PARK, PLANNING, FACILITIES & LANDS	WASHINGTON,DC	50	CAREER (SES PERM)	10/02/16
0501	COMPROLLER	WASHINGTON,DC	50	CAREER (SES PERM)	01/08/17
0025	PARK MANAGER (SUPERINTENDENT)	GATLINBURG,TENNESSEE	50	CAREER (SES PERM)	02/08/15
2210	ASSOCIATE CHIEF INFORMATION OFFICER	WASHINGTON,DC	50	CAREER (SES PERM)	09/18/16
0340	REGIONAL DIRECTOR, ALASKA	ANCHORAGE,ALASKA	50	CAREER (SES PERM)	04/20/14
0340	REGIONAL DIRECTOR, PACIFIC WEST	OAKLAND,CALIFORNIA	50	CAREER (SES PERM)	03/06/16
0301	EXECUTIVE DIRECTOR, NATIONAL PARKS OF NEW YORK HARBOR	NEW YORK, NEW YORK	50	CAREER (SES PERM)	06/16/13
0340	PARK MANAGER	GRAND CANYON,ARIZONA	50	CAREER (SES PERM)	08/21/16

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10/30/17
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Dept	Bur Or Ofc	Bur Or Ofc Desc	Sub Bur	Sub Bur Desc	Name Compressed	Pay Plan
IN	10	NATIONAL PARK SERVICE	IM	NATL PK SVC, INTERMOUNT	MASICA, SUE E.	ES
IN	10	NATIONAL PARK SERVICE	WO	NATL PK SVC, WASH OFFIC	MCDOWALL, LENA E	ES
IN	10	NATIONAL PARK SERVICE	WO	NATL PK SVC, WASH OFFIC	NGUYEN, NHIEU TONY	ES
IN	10	NATIONAL PARK SERVICE	WO	NATL PK SVC, WASH OFFIC	OBERNESSER, RICHARD	ES
IN	10	NATIONAL PARK SERVICE	SE	NATL PK SVC, SOUTHEAST	RAMOS, PEDRO M	ES
IN	10	NATIONAL PARK SERVICE	WO	NATL PK SVC, WASH OFFIC	REYNOLDS, MICHAEL T.	ES
IN	10	NATIONAL PARK SERVICE	PW	NATL PK SVC, PACIFIC WE	RICHARDSON, LIZETTE	ES
IN	10	NATIONAL PARK SERVICE	WO	NATL PK SVC, WASH OFFIC	SAUVAJOT, RAYMOND MARC	ES
IN	10	NATIONAL PARK SERVICE	MW	NATL PK SVC, MIDWEST RE	SHOLLY, CAMERON H	ES
IN	10	NATIONAL PARK SERVICE	DS	NAT PK SVC,DENVR SVC CN	TODD, RAYMOND K.	ES
IN	10	NATIONAL PARK SERVICE	IM	NATL PK SVC, INTERMOUNT	VELA, RAYMOND DAVID	ES
IN	10	NATIONAL PARK SERVICE	NC	NATL PK SVC, NATL CAPIT	VIETZKE, GAY E.	ES
IN	10	NATIONAL PARK SERVICE	NC	NATL PK SVC, NATL CAPIT	VOGEL, ROBERT A.	ES
IN	10	NATIONAL PARK SERVICE	IM	NATL PK SVC, INTERMOUNT	WENK, DANIEL N.	ES
IN	15	FISH AND WILDLIFE SERVICE	04	FISH & W/L SVC REGION 4	DOHNER, CYNTHIA	ES
IN	15	FISH AND WILDLIFE SERVICE	09	FISH & W/L SVC REGION 9	FORD, JEROME E.	ES
IN	15	FISH AND WILDLIFE SERVICE	09	FISH & W/L SVC REGION 9	FRAZER, GARY D.	ES
IN	15	FISH AND WILDLIFE SERVICE	09	FISH & W/L SVC REGION 9	GUERTIN, STEPHEN D.	ES
IN	15	FISH AND WILDLIFE SERVICE	09	FISH & W/L SVC REGION 9	HOSKINS, DAVID WILLIAM	ES
IN	15	FISH AND WILDLIFE SERVICE	09	FISH & W/L SVC REGION 9	KURTH, JAMES W.	ES
IN	15	FISH AND WILDLIFE SERVICE	09	FISH & W/L SVC REGION 9	MARTINEZ, CYNTHIA T	ES
IN	15	FISH AND WILDLIFE SERVICE	03	FISH & W/L SVC REGION 3	MELIUS, THOMAS O	ES
IN	15	FISH AND WILDLIFE SERVICE	09	FISH & W/L SVC REGION 9	RAUCH, PAUL A.	ES
IN	15	FISH AND WILDLIFE SERVICE	09	FISH & W/L SVC REGION 9	SHEEHAN, DENISE E.	ES

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Occ Ser	Position Title Opm	Location	Type Of Appt	Type Of Appointment Desc	Date Entered Current Position
0340	REGIONAL DIRECTOR, INTERMOUNTAIN REGION	LAKWOOD,COLORADO	50	CAREER (SES PERM)	01/12/14
0340	CHIEF FINANCIAL OFFICER	WASHINGTON,DC	50	CAREER (SES PERM)	01/11/15
0340	ASSOCIATE DIRECTOR, WORKFORCE MANAGEMENT	WASHINGTON,DC	50	CAREER (SES PERM)	07/09/17
0340	ASSOCIATE DIRECTOR, VISITOR RESOURCE AND PROTECTION	WASHINGTON,DC	50	CAREER (SES PERM)	10/04/15
0025	PARK MANAGER (SUPERINTENDENT)	HOMESTEAD,FLORIDA	50	CAREER (SES PERM)	01/25/15
0340	DEPUTY DIRECTOR, OPERATIONS	WASHINGTON,DC	50	CAREER (SES PERM)	07/31/16
0340	PARK MANAGER (SUPERINTENDENT)	BOULDER CITY,NEVADA	50	CAREER (SES PERM)	10/04/15
0401	ASSOCIATE DIRECTOR,NATURAL RESOURCE STEWARD & SCIENCE	WASHINGTON,DC	50	CAREER (SES PERM)	12/14/14
0340	REGIONAL DIRECTOR, MIDWEST REGION	OMAHA,NEBRASKA	50	CAREER (SES PERM)	03/08/15
0340	DIRECTOR, DENVER SERVICE CENTER	LAKWOOD,COLORADO	50	CAREER (SES PERM)	03/06/16
0025	PARK MANAGER (SUPERINTENDENT)	MOOSE,WYOMING	50	CAREER (SES PERM)	03/09/14
0340	PARK MANAGER (SUPERINTENDENT)	WASHINGTON,DC	50	CAREER (SES PERM)	09/20/15
0340	REGIONAL DIRECTOR, NATL CAPITOL REGION	WASHINGTON,DC	50	CAREER (SES PERM)	12/14/14
0025	PARK MANAGER (SUPERINTENDENT)	YELLOWSTONE PARK,WYOMING	50	CAREER (SES PERM)	02/27/11
0480	REGIONAL DIRECTOR - ATLANTA	ATLANTA,GEORGIA	50	CAREER (SES PERM)	10/21/12
0480	FISH & WILDLIFE ADMINISTRATOR	BAILEYS CROSSROADS,VIRGI	50	CAREER (SES PERM)	11/03/13
0480	ASSISTANTT DIRECTOR - ENDANGERED SPECIES	WASHINGTON,DC	50	CAREER (SES PERM)	11/03/13
0480	DEPUTY DIRECTOR (PROG. MGMT. & PLCY)	ARLINGTON,VIRGINIA	50	CAREER (SES PERM)	11/04/12
0480	ASSISTANT DIRECTOR-FISHERIES & HABITAT CONSERVATION	WASHINGTON,DC	50	CAREER (SES PERM)	11/03/13
0480	DEPUTY DIRECTOR (OPERATIONS)	WASHINGTON,DC	50	CAREER (SES PERM)	01/11/15
0480	ASSISTANT DIRECTOR-NATIONAL WLDLFE REFUGE MANAGER	WASHINGTON,DC	50	CAREER (SES PERM)	05/11/15
0480	REGIONAL DIRECTOR - TWIN CITIES	MINNEAPOLIS,MINNESOT A	50	CAREER (SES PERM)	09/23/12
0340	ASSISTANT DIRECTOR-WLDLFE & SPORT FISH RESTOR PROGRAM	WASHINGTON,DC	50	CAREER (SES PERM)	09/04/16
0341	ASSISTANT DIRECTOR-BUDGET, PLANNING & HUMAN RESOURCES	BAILEYS CROSSROADS,VIRGI	50	CAREER (SES PERM)	11/03/13

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Dept	Bur Or Ofc	Bur Or Ofc Desc	Sub Bur	Sub Bur Desc	Name Compressed	Pay Plan
IN	15	FISH AND WILDLIFE SERVICE	07	FISH & W/L SVC REGION 7	SIEKANIEC, GREGORY EUGENE	ES
IN	15	FISH AND WILDLIFE SERVICE	09	FISH & W/L SVC REGION 9	SLACK, JAMES J.	ES
IN	15	FISH AND WILDLIFE SERVICE	08	FISH & W/L SVC REGION 8	SOUZA, PAUL	ES
IN	15	FISH AND WILDLIFE SERVICE	01	FISH & W/L SVC REGION 1	THORSON, ROBYN	ES
IN	15	FISH AND WILDLIFE SERVICE	02	FISH & W/L SVC REGION 2	TUGGLE, BENJAMIN N.	ES
IN	15	FISH AND WILDLIFE SERVICE	09	FISH & W/L SVC REGION 9	VELASCO, JANINE M.	ES
IN	15	FISH AND WILDLIFE SERVICE	09	FISH & W/L SVC REGION 9	WAINMAN, BARBARA W.	ES
IN	15	FISH AND WILDLIFE SERVICE	06	FISH & W/L SVC REGION 6	WALSH, NOREEN E.	ES
IN	15	FISH AND WILDLIFE SERVICE	05	FISH & W/L SVC REGION 5	WEBER, WENDI	ES
IN	05	BUREAU OF LAND MANAGEMENT	WO	WASHINGTON OFFICE-BLM	ALLEN, MATTHEW R	ES
IN	05	BUREAU OF LAND MANAGEMENT	WO	WASHINGTON OFFICE-BLM	BAIL, KRISTIN MARA	ES
IN	05	BUREAU OF LAND MANAGEMENT	OC	NOC	CANTOR, HOWARD M	ES
IN	05	BUREAU OF LAND MANAGEMENT	OR	OREGON STATE OFFICE	CONNELL, JAMIE E.	ES
IN	05	BUREAU OF LAND MANAGEMENT	AK	ALASKA STATE OFFICE	CRIBLEY, BUD C	ES
IN	05	BUREAU OF LAND MANAGEMENT	WO	WASHINGTON OFFICE-BLM	HANNA, JEANETTE D.	ES
IN	05	BUREAU OF LAND MANAGEMENT	WO	WASHINGTON OFFICE-BLM	HUDSON, JODY LEE	ES
IN	05	BUREAU OF LAND MANAGEMENT	WO	WASHINGTON OFFICE-BLM	LAURO, SALVATORE R.	ES
IN	05	BUREAU OF LAND MANAGEMENT	NM	NEW MEXICO STATE OFFICE	LUEDERS, AMY L.	ES
IN	05	BUREAU OF LAND MANAGEMENT	WO	WASHINGTON OFFICE-BLM	MCALEAR, CHRISTOPHER J	ES
IN	05	BUREAU OF LAND MANAGEMENT	ES	EASTERN STATES OFFICE	MOURITSEN, KAREN E.	ES
IN	05	BUREAU OF LAND MANAGEMENT	ID	IDAHO STATE OFFICE	MURPHY, TIMOTHY M.	ES
IN	05	BUREAU OF LAND MANAGEMENT	WO	WASHINGTON OFFICE-BLM	NEDD, MICHAEL D.	ES

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Occ Ser	Position Title Opm	Location	Type Of Appt	Type Of Appointment Desc	Date Entered Current Position
0480	REGIONAL DIRECTOR - ANCHORAGE	ANCHORAGE,ALASKA	50	CAREER (SES PERM)	08/01/16
0340	DIRECTOR, NATIONAL CONSERVATION TRAINING CENTER	SHEPHERDSTOWN,WEST VIRGI	50	CAREER (SES PERM)	11/17/13
0480	REGIONAL DIRECTOR, SACRAMENTO, CA	SACRAMENTO,CALIFORNIA	50	CAREER (SES PERM)	08/07/16
0480	REGIONAL DIRECTOR-PORTLAND	PORTLAND,OREGON	50	CAREER (SES PERM)	03/23/14
0480	REGIONAL DIRECTOR, ALBUQUERQUE	ALBUQUERQUE,NEW MEXICO	50	CAREER (SES PERM)	03/09/15
0341	ASSISTANT DIRECTOR - BUSINESS MANAGEMENT & OEPRATIONS	WASHINGTON,DC	50	CAREER (SES PERM)	07/09/17
0340	ASSISTANT DIRECTOR - EXTERNAL AFFAIRS	WASHINGTON,DC	50	CAREER (SES PERM)	07/09/17
0480	REGIONAL DIRECTOR - DENVER	LAKWOOD,COLORADO	50	CAREER (SES PERM)	11/29/12
0480	FISH & WILDLIFE ADMINISTRATOR	HADLEY,MASSACHUSETTS	50	CAREER (SES PERM)	09/23/12
0340	ASSISTANT DIRECTOR, COMMUNICATION & PUBLIC RELATIONS	WASHINGTON,DC	50	CAREER (SES PERM)	10/16/16
0340	ASSISTANT DIRECTOR, RESOURCES & PLANNING	WASHINGTON,DC	50	CAREER (SES PERM)	08/07/16
0340	DIRECTOR, NATIONAL OPERATIONS CENTER	LAKWOOD,COLORADO	50	CAREER (SES PERM)	01/08/17
0340	STATE DIRECTOR	PORTLAND,OREGON	50	CAREER (SES PERM)	02/10/17
0340	STATE DIRECTOR	ANCHORAGE,ALASKA	50	CAREER (SES PERM)	11/07/10
0301	SENIOR ADVISOR FOR TRIBAL ENERGY DEVEVELOPMENT	WASHINGTON,DC	50	CAREER (SES PERM)	07/09/17
0340	ASSISTANT DIRECTOR, HUMAN CAPITAL MANAGEMENT	WASHINGTON,DC	50	CAREER (SES PERM)	01/15/17
1811	SENIOR ADVISOR TO THE DIRECTOR, LAW ENFORCEMENT	WASHINGTON,DC	50	CAREER (SES PERM)	07/09/17
0340	STATE DIRECTOR	SANTA FE,NEW MEXICO	50	CAREER (SES PERM)	11/29/15
0340	ASSISTANT DIRECTOR, NATIONAL LANDSCAPE CONSERVATION SYSTEM AND COMMUNITY PARTNERSHIPS	WASHINGTON,DC	50	CAREER (SES PERM)	02/10/17
0340	STATE DIRECTOR	WASHINGTON,DC	50	CAREER (SES PERM)	05/29/16
0340	STATE DIRECTOR	BOISE,IDAHO	50	CAREER (SES PERM)	09/07/14
0340	ASSISTANT DIRECTOR, MINERALS, REALTY AND RESOURCE PROTECTION	WASHINGTON,DC	50	CAREER (SES PERM)	09/14/08

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Dept	Bur Or Ofc	Bur Or Ofc Desc	Sub Bur	Sub Bur Desc	Name Compressed	Pay Plan
IN	05	BUREAU OF LAND MANAGEMENT	CA	CALIFORNIA STATE OFFICE	PEREZ, JEROME E	ES
IN	05	BUREAU OF LAND MANAGEMENT	UT	UTAH STATE OFFICE	ROBERSON, EDWIN L	ES
IN	05	BUREAU OF LAND MANAGEMENT	WY	WYOMING STATE OFFICE	RUGWELL, MARY J.	ES
IN	05	BUREAU OF LAND MANAGEMENT	NV	NEVADA STATE OFFICE	RUHS, JOHN F	ES
IN	05	BUREAU OF LAND MANAGEMENT	AZ	ARIZONA STATE OFFICE	SUAZO, RAYMOND	ES
IN	05	BUREAU OF LAND MANAGEMENT	WO	WASHINGTON OFFICE-BLM	WOODY, WILLIAM C.	ES
IN	22	OFC OF SURFACE MINING, RECLAMATION & ENF	27	OFFICE OF SURFACE MININ	BERRY, DAVID A	ES
IN	22	OFC OF SURFACE MINING, RECLAMATION & ENF	27	OFFICE OF SURFACE MININ	CLAYBORNE, ALFRED L	ES
IN	22	OFC OF SURFACE MINING, RECLAMATION & ENF	27	OFFICE OF SURFACE MININ	OWENS, GLENDA HUDSON	ES
IN	22	OFC OF SURFACE MINING, RECLAMATION & ENF	27	OFFICE OF SURFACE MININ	RIDEOUT, STERLING J. JR	ES
IN	22	OFC OF SURFACE MINING, RECLAMATION & ENF	27	OFFICE OF SURFACE MININ	SHOPE, THOMAS D.	ES
IN	22	OFC OF SURFACE MINING, RECLAMATION & ENF	27	OFFICE OF SURFACE MININ	WORONKA, THEODORE	ES
IN	26	BUREAU OF SAFETY AND ENVIRONMENTAL ENFOR	EN	BSEE GOM REG DIR	HERBST, LARS T.	ES
IN	26	BUREAU OF SAFETY AND ENVIRONMENTAL ENFOR	EC	ASSOC DIR FOR ADMIN	MABRY, SCOTT L.	ES
IN	26	BUREAU OF SAFETY AND ENVIRONMENTAL ENFOR	EE	OFFSHORE REG PROG	MORRIS, DOUGLAS W.	ES
IN	26	BUREAU OF SAFETY AND ENVIRONMENTAL ENFOR	EA	BSEE DIRECTOR	SCHNEIDER, MARGARET N.	ES
IN	27	BUREAU OF OCEAN ENERGY MANAGEMENT	MA	BOEM DIRECTOR	ANDERSON, JAMES G.	ES
IN	27	BUREAU OF OCEAN ENERGY MANAGEMENT	MG	OFC OF ENVIRON PROG	BROWN, WILLIAM Y	ES
IN	27	BUREAU OF OCEAN ENERGY MANAGEMENT	ML	BOEM GOM REG DIR	CELATA, MICHAEL A.	ES
IN	27	BUREAU OF OCEAN ENERGY MANAGEMENT	MA	BOEM DIRECTOR	CRUICKSHANK, WALTER D.	ES
IN	27	BUREAU OF OCEAN ENERGY MANAGEMENT	MJ	BOEM AOCs REG DIR	KENDALL, JAMES J. JR.	ES
IN	27	BUREAU OF OCEAN ENERGY MANAGEMENT	MC	OFC OF STRATEGIC RES	ORR, L. RENEE	ES

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Occ Ser	Position Title Opm	Location	Type Of Appt	Type Of Appointment Desc	Date Entered Current Position
0340	STATE DIRECTOR	SACRAMENTO,CALIFORNIA	50	CAREER (SES PERM)	01/10/16
0340	STATE DIRECTOR	SALT LAKE CITY,UTAH	50	CAREER (SES PERM)	10/02/16
0340	STATE DIRECTOR	CHEYENNE,WYOMING	50	CAREER (SES PERM)	04/17/16
0340	STATE DIRECTOR	RENO,NEVADA	50	CAREER (SES PERM)	11/29/15
0340	STATE DIRECTOR	PHOENIX,ARIZONA	50	CAREER (SES PERM)	01/01/12
1811	DIRECTOR, LAW ENFORCEMENT AND SECURITY	WASHINGTON,DC	50	CAREER (SES PERM)	07/09/17
0340	REGIONAL DIRECTOR-WESTERN REGION	DENVER,COLORADO	50	CAREER (SES PERM)	03/08/15
0340	REGIONAL DIRECTOR-MID-CONTINENT REGION	ALTON,ILLINOIS	50	CAREER (SES PERM)	02/19/17
0340	DEPUTY DIRECTOR - OSM	WASHINGTON,DC	50	CAREER (SES PERM)	01/14/01
0340	ASST DIRECTOR-PROGRAM SUPPORT	WASHINGTON,DC	50	CAREER (SES PERM)	10/03/04
0340	REGIONAL DIRECTOR-APPALACHIAN REGION	GREEN TREE,PENNSYLVANIA	50	CAREER (SES PERM)	10/14/07
0340	ASSISTANT DIRECTOR FOR FINANCE AND ADMINISTRATION	WASHINGTON,DC	50	CAREER (SES PERM)	04/04/04
0340	GULF OF MEXICO REGIONAL DIRECTOR	JEFFERSON,LOUISIANA	50	CAREER (SES PERM)	10/09/11
0340	ASSOC DIR FOR ADMINISTRATION	WASHINGTON,DC	50	CAREER (SES PERM)	11/04/12
0340	REGULATORY PROGRAMS CHIEF	WASHINGTON,DC	50	CAREER (SES PERM)	11/06/11
0340	DEPUTY DIRECTOR	WASHINGTON,DC	50	CAREER (SES PERM)	01/01/12
0340	PROGRAM MANAGER, OFFICE OF BUDGET AND	WASHINGTON,DC	50	CAREER (SES PERM)	02/10/17
0340	CHIEF ENVIRONMENTAL OFFICER	WASHINGTON,DC	50	CAREER (SES PERM)	11/17/13
0340	GULF OF MEXICO REGIONAL DIRECTOR	JEFFERSON,LOUISIANA	50	CAREER (SES PERM)	11/15/15
0340	DEPUTY DIRECTOR	WASHINGTON,DC	50	CAREER (SES PERM)	10/09/11
0340	ALASKA REGIONAL DIRECTOR	ANCHORAGE,ALASKA	50	CAREER (SES PERM)	10/09/11
0340	STRATEGIC RESOURCES CHIEF	WASHINGTON,DC	50	CAREER (SES PERM)	10/09/11

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02/19/18
02/10/18

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Dept	Bur Or Ofc	Bur Or Ofc Desc	Sub Bur	Sub Bur Desc	Name Compressed	Pay Plan
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	10	OFC OF SECY,SECY IMMED	LILLIE, JULIETTE ANNE FAL	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	10	OFC OF SECY,SECY IMMED	SALOTTI, CHRISTOPHER P.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	15	ASST SECY-INSULAR AREAS	PULA, NIKOLAO IULI	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	20	ASST SECY-LAND & MIN	CARDINALE, RICHARD T.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	40	OS,ASST SECY FISH,WILDL	BLANCHARD, MARY JOSIE	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	40	OS,ASST SECY FISH,WILDL	ESTENOZ, SHANNON A.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	ANDREW, JONATHAN M.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	ARAGON, JOSE RAMON	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	ARROYO, BRYAN	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	BAGLEY, TAMMY L.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	BATHRICK, MARK L.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	BECK, RICHARD T.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	BRANUM, LISA A.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	BUCKNER, SHAWN M	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	BURDEN, JOHN W.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	BURNS, SYLVIA W.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	CRUZAN, DARREN A.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	DAVIS, MARK H	ES

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Occ Ser	Position Title Opm	Location	Type Of Appt	Type Of Appointment Desc	Date Entered Current Position
0301	DIRECTOR, OFFICE OF THE EXECUTIVE SECRETARIAT AND REGULATORY AFFAIRS	WASHINGTON,DC	50	CAREER (SES PERM)	08/07/16
0905	LEGISLATIVE COUNSEL	WASHINGTON,DC	50	CAREER (SES PERM)	01/18/09
0301	DIRECTOR, OFFICE OF INSULAR AFFAIRS	WASHINGTON,DC	50	CAREER (SES PERM)	03/28/10
0301	SENIOR POLICY PROGRAM MANAGER	WASHINGTON,DC	50	CAREER (SES PERM)	10/18/15
0340	DIRECTOR, GULF OD MEXICO RESTORATION	WASHINGTON,DC	50	CAREER (SES PERM)	07/09/17
0340	DIRECTOR, EVERGLADES RESTORATION INITIATIVES/EXECUTIVE DIRECTOR, SOUTH FLORIDA ECOSYSTEM RESTORATION TASK FORCE	MIAMI,FLORIDA	50	CAREER (SES PERM)	08/24/14
0301	INTERAGENCY BORDERLAND COORDINATOR	SARASOTA,FLORIDA	50	CAREER (SES PERM)	07/17/11
0301	SENIOR ADVISOR	ALBUQUERQUE,NEW MEXICO	50	CAREER (SES PERM)	07/09/17
0340	DEPUTY DIRECTOR, OFFICE OF ENVIRONMENTAL POLICY AND COMPLIANCE	WASHINGTON,DC	50	CAREER (SES PERM)	07/09/17
0340	ASSOCIATE DIRECTOR, FACILITY AND PROPERTY MANAGEMENT	WASHINGTON,DC	50	CAREER (SES PERM)	01/22/17
0340	DIRECTOR, OFFICE OF AVIATION SERVICES	BOISE,IDAHO	50	CAREER (SES PERM)	02/24/13
0340	DIRECTOR, OFFICE OF PLANNING & PERFORMANCE MANAGEMENT	WASHINGTON,DC	50	CAREER (SES PERM)	01/17/10
0089	DIRECTOR, OFFICE OF EMERGENCY MANAGEMENT	WASHINGTON,DC	50	CAREER (SES PERM)	08/09/15
0340	DEPUTY DIRECTOR-OFFICE OF POLICY ANALYSIS	WASHINGTON,DC	50	CAREER (SES PERM)	09/04/16
0340	CHIEF DIVERSITY OFFICER/DIRECTOR, OFFICE OF CIVIL RIGHTS	WASHINGTON,DC	50	CAREER (SES PERM)	06/15/14
2210	CHIEF INFORMATION OFFICER	WASHINGTON,DC	50	CAREER (SES PERM)	08/24/14
1811	DIRECTOR, OFFICE OF LAW ENFORCEMENT	WASHINGTON,DC	50	CAREER (SES PERM)	07/09/17
0340	DIRECTOR, BUSINESS SERVICES	WASHINGTON,DC	50	CAREER (SES PERM)	10/02/16

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SES Probationary Period Ends
01/22/18
09/04/17

**Current SES Roster
As of August 24, 2017**

Dept	Bur Or Ofc	Bur Or Ofc Desc	Sub Bur	Sub Bur Desc	Name Compressed	Pay Plan
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	DOWNS, BRUCE M	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	FERRITER, OLIVIA B.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	FLANAGAN, DENISE A.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	FREIHAGE, JASON E.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	GLENN, DOUGLAS A	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	GLOMB, STEPHEN J.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	GOKLANY, INDUR M.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	GONZALEZ, MARIA E	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	HUMBERT, HARRY L	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	HUNTER, TERESA R	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	LIMON, RAYMOND A	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	MOSS, ADRIANNE L.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	NASSAR, JOSEPH W	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	NOBLE, MICHAELA E	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	OLSEN, MEGAN C.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	PIERRE-LOUIS, ALESIA J.	ES

**Current SES Roster
As of August 24, 2017**

Occ Ser	Position Title Opm	Location	Type Of Appt	Type Of Appointment Desc	Date Entered Current Position
2210	DEPUTY CHIEF INFORMATION OFFICER	WASHINGTON,DC	50	CAREER (SES PERM)	03/06/16
0501	DEPUTY ASSISTANT SECRETARY - BUDGET, FINANCE, PERFORMANCE AND ACQUISITION	WASHINGTON,DC	50	CAREER (SES PERM)	11/30/14
0560	DIRECTOR, OFFICE OF BUDGET	WASHINGTON,DC	50	CAREER (SES PERM)	01/31/10
0560	CHIEF, DIVISION OF BUDGET & PROGRAM REVIEW	WASHINGTON,DC	50	CAREER (SES PERM)	10/05/14
0505	DIRECTOR, OFFICE OF FINANCIAL MANAGEMENT & DEPUTY CHIEF FINANCIAL OFFICER	WASHINGTON,DC	50	CAREER (SES PERM)	05/08/11
0340	DIRECTOR, OFFICE OF RESTORATION AND DAMAGE ASSESSMENT	WASHINGTON,DC	50	CAREER (SES PERM)	06/19/11
0301	SENIOR ADVISOR	WASHINGTON,DC	50	CAREER (SES PERM)	07/29/12
0340	DEPUTY ASSISTANT SECRETARY-TECHNOLOGY, INFORMATION AND BUSINESS SERVICES	WASHINGTON,DC	50	CAREER (SES PERM)	02/28/16
0340	DEPUTY ASSISTANT SECRETARY-PUBLIC SAFETY, RESOURCE PROTECTION AND EMERGENCY SERVICES	WASHINGTON,DC	50	CAREER (SES PERM)	01/10/16
0505	DEPUTY DIRECTOR, OFFICE OF FINANCIAL MANAGEMENT	WASHINGTON,DC	50	CAREER (SES PERM)	11/03/13
0201	DEPUTY CHIEF HUMAN CAPITAL OFFICER/DIRECTOR, OFFICE OF HUMAN RESOURCES	WASHINGTON,DC	50	CAREER (SES PERM)	08/09/15
0560	DEPUTY DIRECTOR, OFFICE OF BUDGET	WASHINGTON,DC	50	CAREER (SES PERM)	02/01/09
0340	DIRECTOR, OFFICE OF FACILITIES MANAGEMENT	WASHINGTON,DC	50	CAREER (SES PERM)	11/29/15
0340	DIRECTOR, OFFICE OF ENVIRONMENTAL POLICY AND COMPLIANCE	WASHINGTON,DC	50	CAREER (SES PERM)	07/24/16
1102	DIRECTOR, OFFICE OF ACQUISITION AND PROPERTY MANAGEMENT	WASHINGTON,DC	50	CAREER (SES PERM)	07/09/17
0340	CHIEF LEARNING OFFICER/DIRECTOR, OFFICE OF STRATEGIC EMPLOYEE AND ORGANIZATIONAL DEVELOPMENT	WASHINGTON,DC	50	CAREER (SES PERM)	05/31/15

**Current SES Roster
As of August 24, 2017**

Dept	Bur Or Ofc	Bur Or Ofc Desc	Sub Bur	Sub Bur Desc	Name Compressed	Pay Plan
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	PLETCHER, MARY F.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	QUINLAN, MARTIN J.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	RICE, BRYAN C	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	ROSS, JOHN W	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	SIMMONS, SHAYLA F.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	WAYSON, THOMAS C.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	70	OFC OF SPEC TRUSTEE	BURCH, MELVIN E.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	70	OFC OF SPEC TRUSTEE	CRAFF, ROBERT C.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	70	OFC OF SPEC TRUSTEE	DUMONTIER, DEBRA L.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	70	OFC OF SPEC TRUSTEE	GIDNER, JEROLD L.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	70	OFC OF SPEC TRUSTEE	LAKE, TIMOTHY CHARLES	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	70	OFC OF SPEC TRUSTEE	REYNOLDS, THOMAS G.	ES
IN	06	OFFICE OF THE SECRETARY OF THE INTERIOR	KK	OFC OF SPEC TRUSTEE	RIGGS, HELEN	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	70	OFC OF SPEC TRUSTEE	WHITE, JOHN ETHAN	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	70	OFC OF SPEC TRUSTEE	WILLIAMS, MARGARET C.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	98	OFF NATRL RES REVENUE	CLEMENT, JOEL P.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	98	OFF NATRL RES REVENUE	DAVIS, KIMBRA G	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	98	OFF NATRL RES REVENUE	GOULD, GREGORY J.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	98	OFF NATRL RES REVENUE	MEHLHOFF, JOHN J.	ES

**Current SES Roster
As of August 24, 2017**

Occ Ser	Position Title Opm	Location	Type Of Appt	Type Of Appointment Desc	Date Entered Current Position
0340	DEPUTY ASSISTANT SECRETARY - HUMAN CAPITAL AND DIVERSITY	WASHINGTON,DC	50	CAREER (SES PERM)	12/15/13
0340	DIRECTOR, BUSINESS INTEGRATION	LAKWOOD,COLORADO	50	CAREER (SES PERM)	05/01/16
0340	DIRECTOR,OFFICE OF WILDLAND FIRE	WASHINGTON,DC	50	CAREER (SES PERM)	05/01/16
0340	DIRECTOR, OFFICE OF VALUATION SERVICES	WASHINGTON,DC	50	CAREER (SES PERM)	02/27/11
0905	DIRECTOR, OFFICE OF HEARINGS AND APPEALS	ARLINGTON,VIRGINIA	50	CAREER (SES PERM)	08/09/15
0560	CHIEF, BUDGET ADMINISTRATION AND DEPARTMENTAL MANAGEMENT	WASHINGTON,DC	50	CAREER (SES PERM)	07/26/15
0340	REGIONAL FIDUCIARY TRUST ADMINISTRATOR	ALBUQUERQUE,NEW MEXICO	50	CAREER (SES PERM)	03/07/04
0340	REGIONAL FIDUCIARY TRUST ADMINISTRATOR	ALBUQUERQUE,NEW MEXICO	50	CAREER (SES PERM)	11/03/13
0340	DEPUTY SPECIAL TRUSTEE FOR BUSINESS MANAGEMENT	ARLEE,MONTANA	50	CAREER (SES PERM)	01/08/17
0340	PRINCIPAL DEPUTY SPECIAL TRUSTEE	WASHINGTON,DC	50	CAREER (SES PERM)	07/09/17
0340	REGIONAL FIDUCIARY TRUST ADMINISTRATOR	ABERDEEN,SOUTH DAKOTA	50	CAREER (SES PERM)	08/07/16
0340	REGIONAL FIDUCIARY TRUST ADMINISTRATOR	ALBUQUERQUE,NEW MEXICO	50	CAREER (SES PERM)	05/24/04
0340	DEPUTY SPECIAL TRUSTEE-TRUST SERVICES	ALBUQUERQUE,NEW MEXICO	50	CAREER (SES PERM)	08/20/17
0340	DEPUTY SPECIAL TRUSTEE FOR PROGRAM MANAGEMENT	ALBUQUERQUE,NEW MEXICO	50	CAREER (SES PERM)	12/02/12
0340	REGIONAL FIDUCIARY TRUST ADMINISTRATOR	ALBUQUERQUE,NEW MEXICO	50	CAREER (SES PERM)	11/03/13
0301	SENIOR PROGRAM ADVISOR	WASHINGTON,DC	50	CAREER (SES PERM)	07/09/17
0340	PROGRAM DIRECTOR FOR FINANCIAL AND PRODUCTION MANAGEMENT	LAKWOOD,COLORADO	50	CAREER (SES PERM)	04/17/16
0340	DIRECTOR, OFFICE OF NATURAL RESOURCES REVENUE	LAKWOOD,COLORADO	50	CAREER (SES PERM)	10/10/10
0340	PROGRAM DIRECTOR, COORDINATION, ENFORCEMENT, VALUATION AND APPEALS	LAKWOOD,COLORADO	50	CAREER (SES PERM)	02/09/14

**Current SES Roster
As of August 24, 2017**

Dept	Bur Or Ofc	Bur Or Ofc Desc	Sub Bur	Sub Bur Desc	Name Compressed	Pay Plan
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	98	OFF NATRL RES REVENUE	STEWART, JAMES D.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	98	OFF NATRL RES REVENUE	TYLER, PAUL GRAHAM	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	99	OFFC OF THE SEC, IBC	BEALL, JAMES W	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	99	OFFC OF THE SEC, IBC	EDSALL, DONNA LYNN	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	99	OFFC OF THE SEC, IBC	HOLMES, TROY EDWARD	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	99	OFFC OF THE SEC, IBC	ONEILL, KEITH JAMES	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	99	OFFC OF THE SEC, IBC	SINGER, MICHELE F.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	99	OFFC OF THE SEC, IBC	WILLIAMS, LC	ES
IN	21	OFFICE OF THE SOLICITOR	06	DIV LAND RESOURCES	BROWN, LAURA B.	ES
IN	21	OFFICE OF THE SOLICITOR	18	SOUTHEAST REGION	CLARK, HORACE G.	ES
IN	21	OFFICE OF THE SOLICITOR	17	ALASKA REGION	DARNELL, JOSEPH D.	ES
IN	21	OFFICE OF THE SOLICITOR	01	IMMED OFC OF SOLICITOR	HAUGRUD, KEVIN JACK	ES
IN	21	OFFICE OF THE SOLICITOR	07	DIV MINERAL RESOURCES	HAWBECKER, KAREN S.	ES
IN	21	OFFICE OF THE SOLICITOR	15	PACIFIC SOUTHWEST REG	JOSEPHSON, CLEMENTINE	ES
IN	21	OFFICE OF THE SOLICITOR	01	IMMED OFC OF SOLICITOR	KEABLE, EDWARD T.	ES
IN	21	OFFICE OF THE SOLICITOR	01	IMMED OFC OF SOLICITOR	LOFTIN, MELINDA J.	ES
IN	21	OFFICE OF THE SOLICITOR	12	ROCKY MOUNTAIN REGION	MCKEOWN, MATTHEW J.	ES
IN	21	OFFICE OF THE SOLICITOR	14	PACIFIC NORTHWEST REG	PETERSON, PENNY LYNN	ES
IN	21	OFFICE OF THE SOLICITOR	04	DIV PARKS & WILDLIFE	ROMANIK, PEG A.	ES
IN	21	OFFICE OF THE SOLICITOR	05	DIV OF WATER RESOURCES	SAXE, KEITH E	ES
IN	21	OFFICE OF THE SOLICITOR	02	DIV OF INDIAN AFFAIRS	SHEPARD, ERIC N.	ES

**Current SES Roster
As of August 24, 2017**

Occ Ser	Position Title Opm	Location	Type Of Appt	Type Of Appointment Desc	Date Entered Current Position
0340	DEPUTY DIRECTOR, OFFICE OF NATURAL RESOURCES REVENUE	LAKWOOD,COLORADO	50	CAREER (SES PERM)	09/06/15
0340	PROGRAM DIRECTOR FOR AUDIT & COMPLIANCE MANAGEMENT	LAKWOOD,COLORADO	50	CAREER (SES PERM)	12/13/15
0340	ASSOCIATE DIRECTOR, ENTERPRISE MANAGEMENT	WASHINGTON,DC	50	CAREER (SES PERM)	10/16/16
0505	ASSOCIATE DIRECTOR, FINANCIAL MANAGEMENT DIRECTORATE	LAKWOOD,COLORADO	50	CAREER (SES PERM)	10/19/14
0340	PROGRAM MANAGER FOR DEPARTMENT OF HOMELAND SECURITY FINANCIAL SYSTEMS MODERNIZATION	WASHINGTON,DC	50	CAREER (SES PERM)	09/04/16
1102	ASSOCIATE DIRECTOR FOR ACQUISITION SERVICES	HERNDON,VIRGINIA	50	CAREER (SES PERM)	08/12/12
0340	DIRECTOR, INTERIOR BUSINESS CENTER	KINGS,NEW YORK	50	CAREER (SES PERM)	11/27/16
0340	ASSOCIATE DIRECTOR, HUMAN RESOURCES DIRECTORATE	LAKWOOD,COLORADO	50	CAREER (SES PERM)	01/31/10
0905	ASSOCIATE SOLICITOR-LAND RESOURCES	WASHINGTON,DC	50	CAREER (SES PERM)	01/04/09
0905	REGIONAL SOLICITOR	ATLANTA,GEORGIA	50	CAREER (SES PERM)	03/28/02
0905	REGIONAL SOLICITOR	ANCHORAGE,ALASKA	50	CAREER (SES PERM)	02/10/13
0905	DEPUTY SOLICITOR	WASHINGTON,DC	50	CAREER (SES PERM)	11/07/10
0905	ASSOCIATE SOLICITOR-MINERAL RESOURCES	WASHINGTON,DC	50	CAREER (SES PERM)	01/16/11
0905	REGIONAL SOLICITOR	SACRAMENTO,CALIFORNIA	50	CAREER (SES PERM)	12/28/14
0905	DEPUTY SOLICITOR	WASHINGTON,DC	50	CAREER (SES PERM)	03/25/12
0905	DESIGNATED AGENCY ETHICS OFFICIAL	WASHINGTON,DC	50	CAREER (SES PERM)	10/01/06
0905	REGIONAL SOLICITOR	LAKWOOD,COLORADO	50	CAREER (SES PERM)	01/12/09
0905	REGIONAL SOLICITOR	PORTLAND,OREGON	50	CAREER (SES PERM)	07/06/97
0905	ASSOCIATE SOLICITOR-PARKS & WILDLIFE	WASHINGTON,DC	50	CAREER (SES PERM)	07/02/17
0905	ASSOCIATE SOLICITOR - WATER RESOURCES	WASHINGTON,DC	50	CAREER (SES PERM)	03/06/16
0905	ASSOCIATE SOLICITOR - INDIAN AFFAIRS	WASHINGTON,DC	50	CAREER (SES PERM)	08/30/15

**Current SES Roster
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Dept	Bur Or Ofc	Bur Or Ofc Desc	Sub Bur	Sub Bur Desc	Name Compressed	Pay Plan
IN	21	OFFICE OF THE SOLICITOR	08	DIV OF ADMINISTRATION	SMITH, MARC ALAN	ES
IN	21	OFFICE OF THE SOLICITOR	11	INTERMOUNTAIN REGION	STEIGER, JOHN W.	ES
IN	21	OFFICE OF THE SOLICITOR	03	DIVISION OF GENERAL LAW	TUCKER, KAPRICE LYNCH	ES
IN	21	OFFICE OF THE SOLICITOR	19	SOUTHWEST REGION	WENGER, LANCE C.	ES
IN	24	OFFICE OF THE INSPECTOR GENERAL	OM	ASST. IG FOR MANAGEMENT	ANDERSON, RODERICK M.	ES
IN	24	OFFICE OF THE INSPECTOR GENERAL	IG	OIG IMMEDIATE OFFICE	DELAPLAINE, L. BRUCE	ES
IN	24	OFFICE OF THE INSPECTOR GENERAL	IN	ASST IG, INVES	ELLIOTT, MATTHEW T	ES
IN	24	OFFICE OF THE INSPECTOR GENERAL	IG	OIG IMMEDIATE OFFICE	HARDGROVE, STEPHEN A.	ES
IN	24	OFFICE OF THE INSPECTOR GENERAL	IG	OIG IMMEDIATE OFFICE	KENDALL, MARY L.	ES
IN	24	OFFICE OF THE INSPECTOR GENERAL	IE	ASST IG FOR AUDITS, I&E	MCGOVERN, KIMBERLY ELMORE	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	10	OFC OF SECY,SECY IMMED	CASON, JAMES E	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	10	OFC OF SECY,SECY IMMED	DEVITO, VINCENT NMN	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	10	OFC OF SECY,SECY IMMED	HOMMEL, SCOTT C	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	10	OFC OF SECY,SECY IMMED	MAGALLANES, DOWNEY P	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	10	OFC OF SECY,SECY IMMED	MIHALIC, DAVID A	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	10	OFC OF SECY,SECY IMMED	RIGAS, LAURA C K	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	10	OFC OF SECY,SECY IMMED	WILLENS, TODD D	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	30	ASST SECY-WATER & SCI	TRAVNICEK, ANDREA J	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	40	OS,ASST SECY FISH,WILDL	SKIPWITH, AURELIA NMN	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	50	OS,ASST SEC INDIAN AFFR	CLARKSON, GAVIN S	ES

**Current SES Roster
As of August 24, 2017**

Occ Ser	Position Title Opm	Location	Type Of Appt	Type Of Appointment Desc	Date Entered Current Position
0905	ASSOCIATE SOLICITOR FOR ADMINISTRATION	WASHINGTON,DC	50	CAREER (SES PERM)	01/24/16
0905	REGIONAL SOLICITOR-INTERMOUNTAIN	SALT LAKE CITY,UTAH	50	CAREER (SES PERM)	02/21/16
0905	ASSOCIATE SOLICITOR FOR GENERAL LAW	WASHINGTON,DC	50	CAREER (SES PERM)	01/15/17
0905	REGIONAL SOLICITOR-SOUTHWEST	ALBUQUERQUE,NEW MEXICO	50	CAREER (SES PERM)	02/24/16
0301	ASSISTANT INSPECTOR GENERAL	HERNDON,VIRGINIA	50	CAREER (SES PERM)	11/21/10
0905	GENERAL COUNSEL	WASHINGTON,DC	50	CAREER (SES PERM)	10/01/12
1811	ASSISTANT INSPECTOR GENERAL FOR INVESTIGATIONS	WASHINGTON,DC	50	CAREER (SES PERM)	11/15/15
0301	CHIEF OF STAFF	WASHINGTON,DC	50	CAREER (SES PERM)	05/10/09
0905	DEPUTY INSPECTOR GENERAL	WASHINGTON,DC	50	CAREER (SES PERM)	10/01/11
0511	ASSISTANT INSPECTOR GENERAL FOR AUDITS INSPEC. & EVAL.	WASHINGTON,DC	50	CAREER (SES PERM)	12/07/08
0301	ASSOCIATE DEPUTY SECRETARY	WASHINGTON,DC	55	NONCAREER (SES PERM)	05/14/17
0301	COUNSELOR FOR ENERGY POLICY	WASHINGTON,DC	55	NONCAREER (SES PERM)	04/26/17
0301	CHIEF OF STAFF	WASHINGTON,DC	55	NONCAREER (SES PERM)	03/19/17
0301	SENIOR ADVISOR AND COUNSELOR	WASHINGTON,DC	55	NONCAREER (SES PERM)	05/28/17
0301	SENIOR ADVISOR TO THE SECRETARY	WASHINGTON,DC	55	NONCAREER (SES PERM)	04/24/17
0301	DIRECTPR, OFFICE OF COMMUNICATIONS	WASHINGTON,DC	55	NONCAREER (SES PERM)	04/16/17
0301	ASSISTANT DEPUTY SECRETARY	WASHINGTON,DC	55	NONCAREER (SES PERM)	07/05/17
0301	DEPUTY ASSISTANT SECRETARY - WATER AND SCIENCE	WASHINGTON,DC	55	NONCAREER (SES PERM)	07/09/17
0301	DEPUTY ASSISTANT SECRETARY - FISH AND WILDLIFE AND PARKS	WASHINGTON,DC	55	NONCAREER (SES PERM)	04/19/17
0301	DEPUTY ASSISTANT SECRETARY - INDIAN AFFAIRS	WASHINGTON,DC	55	NONCAREER (SES PERM)	06/11/17

**Current SES Roster
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Dept	Bur Or Ofc	Bur Or Ofc Desc	Sub Bur	Sub Bur Desc	Name Compressed	Pay Plan
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	CAMERON, SCOTT J	ES
IN	07	BUREAU OF RECLAMATION	09	WASHINGTON DC	MIKKELSEN, ALAN WAYNE	ES
IN	15	FISH AND WILDLIFE SERVICE	09	FISH & W/L SVC REGION 9	SHEEHAN, GREGORY JOHN	ES
IN	21	OFFICE OF THE SOLICITOR	01	IMMED OFC OF SOLICITOR	GOEKEN, RICHARD WILLIAM	ES
IN	21	OFFICE OF THE SOLICITOR	01	IMMED OFC OF SOLICITOR	JORJANI, DANIEL H	ES
IN	26	BUREAU OF SAFETY AND ENVIRONMENTAL ENFOR	EA	BSEE DIRECTOR	ANGELLE, SCOTT A	ES
IN	08	GEOLOGICAL SURVEY	AA	DIRECTORS OFFICE	NOWAKOWSKI, JUDY JENNIFER	ES

**Current SES Roster
As of August 24, 2017**

Occ Ser	Position Title Opm	Location	Type Of Appt	Type Of Appointment Desc	Date Entered Current Position
0301	PRINCIPAL DEPUTY ASSISTANT SECRETARY	WASHINGTON,DC	55	NONCAREER (SES PERM)	05/14/17
0301	DEPUTY COMMISSIONER	WASHINGTON,DC	55	NONCAREER (SES PERM)	04/16/17
0301	PRINCIPAL DEPUTY DIRECTOR, US FISH AND WILDLIFE SERVICE	WASHINGTON,DC	55	NONCAREER (SES PERM)	06/18/17
0905	DEPUTY SOLICITOR FOR PARKS & WILDLIFE	WASHINGTON,DC	55	NONCAREER (SES PERM)	07/23/17
0905	PRINCIPAL DEPUTY SOLICITOR	WASHINGTON,DC	55	NONCAREER (SES PERM)	05/14/17
0301	DIRECTOR, BUREAU OF SAFETY & ENVIRONMENTAL ENFORCEMENT	WASHINGTON,DC	55	NONCAREER (SES PERM)	05/24/17
0301	SENIOR ADVISOR TO THE DIRECTOR	RESTON,VIRGINIA	60	LIMITED TERM (SES NONPERM)	01/08/17

**Current SES Roster
As of August 24, 2017**

SES Probationary Period Ends

Performance Appraisal and Recognition Overview



SES, SL and ST Performance

- * Executive Resources Board is designated by the Secretary to make final decisions on SES and SL/ST pay-for-performance.
- * Pay increases are based on performance
- * All executives are required to have an annual performance appraisal
- * Executives must be under a plan for 90 days in order to be rated

SES, SL and ST Performance

- * Annual Performance Cycle – October 1st – September 30th each year
- * Plans are to be in place within 30 days –
 - * Beginning of rating cycle
 - * From date of appointment
- * One progress review is required

SES, SL and ST Performance Closeout

Appraisals are to be completed within 30 days of end of rating cycle

- * Employees prepare accomplishments
- * Rating Officials rate elements, prepare justifications, and determine overall rating
- * Rating Officials present ratings to Executives and sign appraisal form
- * Rating Officials determine recommendations for recognition (this is not shared with the executive)

SES, SL and ST Performance Closeout

- * Performance Review Board reviews ratings and recommendations for recognition
- * Assistant Secretary reviews ratings and recommendations for recognition
- * Executive Resources Board makes final decisions
- * Final decisions are distributed to bureau Directors via Assistant Secretaries
- * Recognition actions are processed typically the first pay period in January

Notes Summary:

No speaker notes are contained in this presentation.

Performance Review Board Overview

Purpose

The purpose of the Performance Review Board (PRB) is to fairly and impartially review the initial performance appraisals, summary ratings, performance award recommendations (i.e., executive bonuses and pay increases), and other performance-based personnel actions. PRB recommendations are provided to the Executive Resources Board for review consideration when final performance and recognition decisions made.

Functions and Responsibilities

The PRB is responsible for reviewing senior executive performance appraisal information for fairness and equity among Department's executive and senior level employees. Also, the PRB provides feedback to the Executive Resources Board of the senior executive and senior level performance appraisal process for the Department.

The functions and responsibilities of the PRB include:

- Reviewing the appraisal and initial rating recommended by the supervisor and the employee's accomplishments, as well as any documentation provided as part of a higher level review, to ensure that the recommended rating is supported and appropriate. The PRB will utilize the criteria provided by the Department for review of performance appraisals and ratings.
- With respect the Office of Personnel Management (OPM) certification criteria, PRB members must focus on linkage to strategic goal alignment, and performance distinctions in ratings. In addition, performance based pay adjustments and awards must accurately reflect and recognize both individual and organizational performance.
- Where the PRB does not concur with the initial appraisal or ratings and recognition, the PRB recommendation shall be supported by a written justification.

Appraisals of senior executives and senior level employees must be based on both individual and organizational performance, taking into account such factors as:

- Alignment - Performance expectations are linked to or derived from the agency's mission, strategic goals, program/policy objectives and/or annual performance plan.
- Consultation - Performance expectations are based on senior employees' involvement and input and were communicated to the employee at the beginning of the appraisal period and appropriate times thereafter.
- Results - Performance expectations for senior employees apply to their respective areas of responsibility; reflect expected agency or organizational performance; clearly describe performance that is measurable, demonstrable, or observable; and focus on tangible outputs, outcomes, milestones, or other deliverables.
- Balance - Performance expectations for senior employees include appropriate measures or indicators of results; customer/stakeholder feedback; quality, quantity, timeliness, and cost effectiveness as applicable; and competencies or behaviors that contribute to and are necessary to distinguish outstanding performance.
- Assessment and Guidelines - The agency head, or designee, provides assessments of performance of the agency overall.
- Oversight - Rigorous oversight of the appraisal process is provided by the agency head, or designee who certifies that: 1) the appraisal process makes meaningful distinctions based on relative performance; 2) results of the process take into account, as appropriate, the agency's

assessment of its performance against program performance measures; and 3) pay adjustments, cash awards, and levels of pay accurately reflect and recognize both individual and organizational performance.

- Accountability - Ratings appropriately reflect the employee's performance measures, and any other relevant factors.
- Pay Differentiation - Individual pay rates and pay adjustments, as well as overall distribution, reflect meaningful distinctions among executives based on their relative contribution to agency performance. Agencies must ensure transparency in the process for making decisions. The highest performing senior employees should receive the largest pay adjustments and or highest pay (including both basic pay and performance awards), particularly above the rate for level III of the Executive Schedule.



Department of the Interior
Request to Recruit for Senior Executive Service or Senior Level Positions

Position Title	Regional Solicitor – Alaska
Pay Plan-Series	ES-0905
Duty Station	Anchorage, Alaska
Is this a new position?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Name of Current or Former Incumbent	Joseph Darnell (retiring at the end of Dec 2017)
Brief Description of Duties: The Regional Solicitor directs, supervises and participates in providing legal services, counsel, advice, and all other legal work in the Region covering the entire spectrum of Departmental operations. The Regional Solicitor implements legal policies, procedures, decisions and practices prescribed by the Solicitor for Departmental programs/issues, and furnishes specialized legal expertise in a vast array of legal fields. The Regional Solicitor reviews the work of attorneys, determines workload, reviews/determines fiscal/personnel requirements, analyzes the impact of new programs and projects, and reviews budgetary demands for Regional operations.	
Area of Consideration	<input type="checkbox"/> Federal Government Wide <input checked="" type="checkbox"/> All Sources
Length of Announcement	<input type="checkbox"/> 14 days <input checked="" type="checkbox"/> 30 days <input type="checkbox"/> Other: _____
Announcement Format	<input type="checkbox"/> Resume only <input checked="" type="checkbox"/> Narrative ECQs/Tech Quals <input type="checkbox"/> Resume only for ECQs/Narrative for Tech Quals

Primary Rating Panel Members	Bureau	Alternate Rating Panel Members	Bureau
1.		1.	
2.		2.	
3.		3.	
Will an Interview Panel be used? <input type="checkbox"/> Yes <input type="checkbox"/> No			
Primary Interview Panel Members	Bureau	Alternate Interview Panel Members	Bureau
1.		1.	
2.		2.	
3.		3.	

Requesting Official	Signature	Date
Bureau/Deputy Assistant Secretary		
Assistant Secretary		

Executive Resources Board Decision		
<input type="checkbox"/> APPROVED <input type="checkbox"/> DISAPPROVED		
For the Executive Resources Board	Signature	Date



**SES Performance Management System
Department of the Interior Executive Performance Plan**



Part 1. Consultation. <i>I have reviewed this plan and have been consulted on its development.</i>						
Executive's Name (Last, First, MI):				Appraisal Pd. -		
Executive's Signature:				Date:		
Title:				Organization:		
Rating Official's Name (Last, First, MI):				CA <input type="checkbox"/> NC <input type="checkbox"/> LT/LE <input type="checkbox"/>		
Rating Official's Signature:				Date:		
Part 2. Progress Review						
Executive's Signature:				Date:		
Rating Official's Signature:				Date:		
Reviewing Official's Signature (Optional):				Date:		
Part 3. Summary Rating						
Initial Summary Rating	<input type="checkbox"/> Level 5 Outstanding	<input type="checkbox"/> Level 4 Exceeds Fully Successful	<input type="checkbox"/> Level 3 Fully Successful	<input type="checkbox"/> Level 2 Minimally Satisfactory	<input type="checkbox"/> Level 1 Unsatisfactory	
	Rating Official's Name (Last, First, MI):					
Rating Official's Signature:				Date:		
Executive's Signature:				Date:		
Reviewing Official's Signature (Optional):				Date:		
Higher Level Review (if applicable)						
<input type="checkbox"/> I request a higher level review. Executive's Initials:				Date:		
Higher Level Review Completed <input type="checkbox"/>				Date:		
Higher Level Reviewer Signature:						
Performance Review Board Recommendation						
		<input type="checkbox"/> Level 5	<input type="checkbox"/> Level 4	<input type="checkbox"/> Level 3	<input type="checkbox"/> Level 2	<input type="checkbox"/> Level 1
PRB Chair Signature:				Date:		
Annual Summary Rating						
		<input type="checkbox"/> Level 5	<input type="checkbox"/> Level 4	<input type="checkbox"/> Level 3	<input type="checkbox"/> Level 2	<input type="checkbox"/> Level 1
Appointing Authority Signature:				Date:		
Part 4. Derivation Formula and Calculation of Annual Summary Rating						
Critical Element	Element Rating		Weight	Score		Summary Level Ranges
	Initial	Final (if changed)		Initial	Final (if changed)	
1. Leading Change						475-500 = Level 5 400-474 = Level 4 300-399 = Level 3 200-299 = Level 2 Any CE rated Level 1 = Level 1
2. Leading People						
3. Business Acumen						
4. Building Coalitions						
5. Results Driven						
Total			100%			

Executive Name and ID:

Appraisal Period:

Part 5. Performance Standards and Critical Elements

Performance Standards for Critical Elements (The performance standard for each critical element is specified below; examples for the top three performance levels can be found in the system description)

- **Level 5:** The executive demonstrates exceptional performance, fostering a climate that sustains excellence and optimizes results in the executive’s organization, agency, department or Governmentwide. This represents the highest level of executive performance, as evidenced by the extraordinary impact on the achievement of the organization’s mission. The executive is an inspirational leader and is considered a role model by agency leadership, peers, and employees. The executive continually contributes materially to or spearheads agency efforts that address or accomplish important agency goals, consistently achieves expectations at the highest level of quality possible, and consistently handles challenges, exceeds targets, and completes assignments ahead of schedule at every step along the way.

- **Level 4:** The executive demonstrates a very high level of performance beyond that required for successful performance in the executive’s position and scope of responsibilities. The executive is a proven, highly effective leader who builds trust and instills confidence in agency leadership, peers, and employees. The executive consistently exceeds established performance expectations, timelines, or targets, as applicable.

- **Level 3:** The executive demonstrates the high level of performance expected and the executive’s actions and leadership contribute positively toward the achievement of strategic goals and meaningful results. The executive is an effective, solid, and dependable leader who delivers high-quality results based on measures of quality, quantity, efficiency, and/or effectiveness within agreed upon timelines. The executive meets and sometimes exceeds challenging performance expectations established for the position.

- **Level 2:** The executive’s contributions to the organization are acceptable in the short term but do not appreciably advance the organization towards achievement of its goals and objectives. While the executive generally meets established performance expectations, timelines and targets, there are occasional lapses that impair operations and/or cause concern from management. While showing basic ability to accomplish work through others, the executive may demonstrate limited ability to inspire subordinates to give their best efforts or to marshal those efforts effectively to address problems characteristic of the organization and its work.

- **Level 1:** In repeated instances, the executive demonstrates performance deficiencies that detract from mission goals and objectives. The executive generally is viewed as ineffectual by agency leadership, peers, or employees. The executive routinely does not meet established performance expectations/timelines/targets and fails to produce – or produces unacceptable – work products, services, or outcomes.

Element Rating Level Points

Level 5 = 5 points
Level 4 = 4 points
Level 3 = 3 points
Level 2 = 2 points
Level 1 = 0 points

Executive Name and ID:

Appraisal Period:

Critical Element 1. Leading Change				(Minimum weight 5%)	Weight	
<p>Mandatory Performance Requirement: Develops and implements an organizational vision that integrates key organizational and program goals, priorities, values, and other factors. Assesses and adjusts to changing situations, implementing innovative solutions to make organizational improvements, ranging from incremental improvements to major shifts in direction or approach, as appropriate. Balances change and continuity; continually strives to improve service and program performance; creates a work environment that encourages creative thinking, collaboration, and transparency; and maintains program focus, even under adversity.</p>						
Agency-Specific Performance Requirements						
Rating Official Narrative: <i>(Optional)</i>						
<i>Critical Element Rating – Leading Change</i>		<input type="checkbox"/> Level 5	<input type="checkbox"/> Level 4	<input type="checkbox"/> Level 3	<input type="checkbox"/> Level 2	<input type="checkbox"/> Level 1
Critical Element 2. Leading People				(Minimum weight 5%)	Weight	
<p>Mandatory Performance Requirement: Designs and implements strategies that maximize employee potential, connects the organization horizontally and vertically, and fosters high ethical standards in meeting the organization's vision, mission, and goals. Provides an inclusive workplace that fosters the development of others to their full potential; allows for full participation by all employees; facilitates collaboration, cooperation, and teamwork, and supports constructive resolution of conflicts. Ensures employee performance plans are aligned with the organization's mission and goals, that employees receive constructive feedback, and that employees are realistically appraised against clearly defined and communicated performance standards. Holds employees accountable for appropriate levels of performance and conduct. Seeks and considers employee input. Recruits, retains, and develops the talent needed to achieve a high quality, diverse workforce that reflects the nation, with the skills needed to accomplish organizational performance objectives while supporting workforce diversity, workplace inclusion, and equal employment policies and programs.</p>						
Agency-Specific Performance Requirements						
Rating Official Narrative: <i>(Optional)</i>						
<i>Critical Element Rating – Leading People</i>		<input type="checkbox"/> Level 5	<input type="checkbox"/> Level 4	<input type="checkbox"/> Level 3	<input type="checkbox"/> Level 2	<input type="checkbox"/> Level 1

Executive Name and ID:

Appraisal Period:

Critical Element 3. Business Acumen				(Minimum weight 5%)		Weight	
Mandatory Performance Requirement: Assesses, analyzes, acquires, and administers human, financial, material, and information resources in a manner that instills public trust and accomplishes the organization's mission. Uses technology to enhance processes and decision making. Executes the operating budget; prepares budget requests with justifications; and manages resources.							
Agency-Specific Performance Requirements							
Rating Official Narrative: <i>(Optional)</i>							
<i>Critical Element Rating – Business Acumen</i>		<input type="checkbox"/> Level 5	<input type="checkbox"/> Level 4	<input type="checkbox"/> Level 3	<input type="checkbox"/> Level 2	<input type="checkbox"/> Level 1	
Critical Element 4. Building Coalitions				(Minimum weight 5%)		Weight	
Mandatory Performance Requirement: Solicits and considers feedback from internal and external stakeholders or customers. Coordinates with appropriate parties to maximize input from the widest range of appropriate stakeholders to facilitate an open exchange of opinion from diverse groups and strengthen internal and external support. Explains, advocates, and expresses facts and ideas in a convincing manner and negotiates with individuals and groups internally and externally, as appropriate. Develops a professional network with other organizations and identifies the internal and external politics that affect the work of the organization.							
Agency-Specific Performance Requirements							
Rating Official Narrative: <i>(Optional)</i>							
<i>Critical Element Rating – Building Coalitions</i>		<input type="checkbox"/> Level 5	<input type="checkbox"/> Level 4	<input type="checkbox"/> Level 3	<input type="checkbox"/> Level 2	<input type="checkbox"/> Level 1	

Executive Name and ID:

Appraisal Period:

Critical Element 5. Results Driven		(Minimum Weight 20%)			Weight
<p>Agency Goals/Objectives for current FY: Must have at least 3 results and not more than 5</p> <p>This critical element includes specific performance requirements expected of the executive during the appraisal period, focusing on measurable results from the strategic plan or other measurable outputs and outcomes clearly aligned to organizational goals and objectives. At a minimum, the performance requirements must contain measurable results and their quality indicators describing the range of performance at Level 3 for each result specified. In addition to the quality indicators, applicable measures of quantity, timelines, and/or cost-effectiveness may be included as appropriate. It is recommended to also establish the threshold quality indicators and measures for Levels 5 and 2. Indicators must reflect the same level of performance as the respective performance standard contained in Part 5.</p> <p>Strategic Alignment—identify clear, transparent alignment to agency strategic planning initiatives (e.g., relevant agency or organizational goals/objectives with cited page numbers from the Strategic Plan, Congressional Budget Justification/Annual Performance Plan, or other organizational planning document) in the designated section for each performance requirement.</p> <p>Note: Performance requirements must contain results and quality indicators that are clearly and differentially identified (e.g., highlighted, bold, underlined) so that it is readily evident on what the senior executive will be rated and what is expected for success.</p>					
Performance Requirement 1:		Strategic Alignment:			
<i>Performance Requirement 1 Rating</i>	<input type="checkbox"/> Level 5	<input type="checkbox"/> Level 4	<input type="checkbox"/> Level 3	<input type="checkbox"/> Level 2	<input type="checkbox"/> Level 1
Performance Requirement 2:		Strategic Alignment:			
<i>Performance Requirement 2 Rating</i>	<input type="checkbox"/> Level 5	<input type="checkbox"/> Level 4	<input type="checkbox"/> Level 3	<input type="checkbox"/> Level 2	<input type="checkbox"/> Level 1
Performance Requirement 3:		Strategic Alignment:			
<i>Performance Requirement 3 Rating</i>	<input type="checkbox"/> Level 5	<input type="checkbox"/> Level 4	<input type="checkbox"/> Level 3	<input type="checkbox"/> Level 2	<input type="checkbox"/> Level 1
Performance Requirement 4:		Strategic Alignment:			
<i>Performance Requirement 4 Rating</i>	<input type="checkbox"/> Level 5	<input type="checkbox"/> Level 4	<input type="checkbox"/> Level 3	<input type="checkbox"/> Level 2	<input type="checkbox"/> Level 1
Performance Requirement 5:		Strategic Alignment:			
<i>Performance Requirement 5 Rating</i>	<input type="checkbox"/> Level 5	<input type="checkbox"/> Level 4	<input type="checkbox"/> Level 3	<input type="checkbox"/> Level 2	<input type="checkbox"/> Level 1
Rating Official Narrative: <i>(Optional)</i>					
<i>Critical Element Rating – Results Driven</i>	<input type="checkbox"/> Level 5	<input type="checkbox"/> Level 4	<input type="checkbox"/> Level 3	<input type="checkbox"/> Level 2	<input type="checkbox"/> Level 1

Executive Name and ID:

Appraisal Period:

Part 6: Summary Rating Narrative (Mandatory)

Part 7: Executive's Accomplishment Narrative (Optional)

Part 8: Agency Use



**Department of the Interior
Request to Recruit for Senior Executive Service or Senior Level Positions**

Position Title	
Pay Plan-Series	
Duty Station	
Is this a new position?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Name of Current or Former Incumbent	
Brief Description of Duties:	
Area of Consideration	<input type="checkbox"/> Federal Government Wide <input type="checkbox"/> All Sources
Length of Announcement	<input type="checkbox"/> 14 days <input type="checkbox"/> 30 days <input type="checkbox"/> Other: _____
Announcement Format	<input type="checkbox"/> Resume only <input type="checkbox"/> Narrative ECQs/Tech Quals <input type="checkbox"/> Resume only for ECQs/Narrative for Tech Quals

Primary Rating Panel Members	Bureau	Alternate Rating Panel Members	Bureau
1.		1.	
2.		2.	
3.		3.	
Will an Interview Panel be used? <input type="checkbox"/> Yes <input type="checkbox"/> No			
Primary Interview Panel Members	Bureau	Alternate Interview Panel Members	Bureau
1.		1.	
2.		2.	
3.		3.	

Requesting Official	Signature	Date
Bureau/Deputy Assistant Secretary		
Assistant Secretary		

Executive Resources Board Decision		
<input type="checkbox"/> APPROVED <input type="checkbox"/> DISAPPROVED		
For the Executive Resources Board	Signature	Date



Senior Executive Service Performance Management System Department of the Interior

1. System Coverage

The Department of the Interior (hereafter referred to as the agency) Senior Executive Service (SES) performance management system applies to all career, noncareer, limited term and limited emergency Department of the Interior senior executives covered by subchapter II of chapter 43 of title 5, United States Code.

2. Definitions

- *Annual summary rating* means the overall rating level that an appointing authority assigns at the end of the appraisal period after considering (1) the initial summary rating, (2) any input from the executive or a higher level review, and (3) the applicable Performance Review Board's (PRB) recommendations. This is the official final rating for the appraisal period.
- *Appointing authority* means the department or agency head, or other official with authority to make appointments in the Senior Executive Service.
- *Appraisal period* means the established period of time for which a senior executive's performance will be appraised and rated.
- *Critical element* means a key component of an executive's work that contributes to organizational goals and results and is so important that unsatisfactory performance of the element would make the executive's overall job performance unsatisfactory. Critical elements may include the possession and demonstration of competencies critical to success in the position. Such elements shall be used to measure performance only at the individual level.
- *Initial summary rating* means an overall rating level the rating official derives from appraising the senior executive's performance during the appraisal period in relation to the critical elements and performance standards and requirements and forwards to the PRB.
- *Oversight official* means the agency head, or the individual specifically designated by the agency head, who provides oversight of the performance management system and issues performance appraisal guidelines.
- *Performance* means the accomplishment of the work described in the senior executive's performance plan.
- *Performance appraisal* means the review and evaluation of a senior executive's performance against critical elements and performance standards and requirements.
- *Performance management system* means the framework of policies and practices that an agency establishes under subchapter II of chapter 43 of title 5, United States Code, for planning, monitoring, developing, evaluating, and rewarding both individual and organizational performance and for using resulting performance information in making personnel decisions.
- *Performance requirement* means a description of what a senior executive must accomplish, or the competencies to be demonstrated, to be rated at a specific level of performance. Performance requirements must include quality indicators and generally include other performance measures such as quantity, timeliness, cost savings, manner of performance, or other factors.
- *Performance standard* means a normative description of a single level of performance and also provides the benchmark for developing performance requirements against which actual performance will be assessed.
- *Progress review* means a review of the senior executive's progress in meeting the performance requirements. A progress review is not a performance rating.

- *Quality indicator* means descriptive language that explains how the rating official will determine the work product is acceptable. These indicators often are expressed as smaller, verifiable accomplishments (“mini-results”) that must be completed successfully to produce the principal result identified in the performance objective.
- *Senior executive performance plan* means the written critical elements and performance requirements against which performance will be evaluated during the appraisal period by applying the established performance standards. The plan includes all critical elements, performance standards, and performance requirements, including any specific goals, targets, or other measures established for the senior executive. The performance plan template, included in this performance management system, is the senior executive performance plan.
- *Strategic planning initiatives* means agency strategic plans as required by the GPRA Modernization Act of 2010, annual performance plans, organizational work plans, and other related initiatives.

3. Appraisal Period

- **Appraisal Period.** Executives must be appraised at least annually on their performance against their critical elements and performance standards and requirements and an annual summary rating must be assigned for the relevant period of performance for each year (e.g., October 1 through September 30). The agency appraisal period is October 1st through September 30th.
- **Minimum Period.** The minimum period of performance that must be completed before a performance rating can be given is 90 days.
- **Adjusting Appraisal Period.** The agency may end an appraisal period at any time after the minimum appraisal period is completed, but only if the agency determines there is an adequate basis on which to appraise and rate the performance of senior executive(s) and the shortened appraisal period promotes the effectiveness of the administration of the appraisal system.
- **Transition Period.** The agency may not appraise and rate any career executive within 120 days after the beginning of a new Presidential administration.

4. Summary Performance Levels

- The system includes five summary performance levels:
 - Level 5 - Outstanding
 - Level 4 - Exceeds Fully Successful
 - Level 3 - Fully Successful
 - Level 2 - Minimally Satisfactory
 - Level 1 - Unsatisfactory

5. Planning Performance: Critical Elements

- Supervisors must develop performance plans in consultation with the senior executives and communicate the plans to them in writing, including through the use of automated systems, on or before the beginning of the appraisal period or upon appointment to a new senior executive position.
- Each senior executive performance plan shall include, as a minimum, the following critical elements and performance requirements:
 - **Critical Element 1 - Leading Change**
Develops and implements an organizational vision that integrates key organizational and program goals, priorities, values, and other factors. Assesses and adjusts to changing situations, implementing innovative solutions to make organizational improvements, ranging from incremental improvements to major shifts in direction or approach, as appropriate. Balances change and continuity; continually strives to improve service and program performance; creates a work environment that encourages creative thinking, collaboration, and transparency; and maintains program focus, even under adversity.

○ **Critical Element 2 - Leading People**

Designs and implements strategies that maximize employee potential, connects the organization horizontally and vertically, and fosters high ethical standards in meeting the organization's vision, mission, and goals. Provides an inclusive workplace that fosters the development of others to their full potential; allows for full participation by all employees; facilitates collaboration, cooperation, and teamwork, and supports constructive resolution of conflicts. Ensures employee performance plans are aligned with the organization's mission and goals, that employees receive constructive feedback, and that employees are realistically appraised against clearly defined and communicated performance standards. Holds employees accountable for appropriate levels of performance and conduct. Seeks and considers employee input. Recruits, retains, and develops the talent needed to achieve a high quality, diverse workforce that reflects the nation, with the skills needed to accomplish organizational performance objectives while supporting workforce diversity, workplace inclusion, and equal employment policies and programs.

○ **Critical Element 3 - Business Acumen**

Assesses, analyzes, acquires, and administers human, financial, material, and information resources in a manner that instills public trust and accomplishes the organization's mission. Uses technology to enhance processes and decision making. Executes the operating budget; prepares budget requests with justifications; and manages resources.

○ **Critical Element 4 - Building Coalitions**

Solicits and considers feedback from internal and external stakeholders or customers. Coordinates with appropriate parties to maximize input from the widest range of appropriate stakeholders to facilitate an open exchange of opinion from diverse groups and strengthen internal and external support. Explains, advocates, and expresses facts and ideas in a convincing manner and negotiates with individuals and groups internally and externally, as appropriate. Develops a professional network with other organizations and identifies the internal and external politics that affect the work of the organization.

○ **Critical Element 5 - Results Driven**

This critical element includes specific performance results expected from the executive during the appraisal period, focusing on measurable outcomes from the strategic plan or other measurable outputs and outcomes clearly aligned to organizational goals and objectives. At a minimum, the performance plan will include performance requirements that contain measurable results and their quality indicators describing the range of performance at Level 3 for each result specified. It is recommended to also establish the threshold indicators for Levels 5 and 2. Indicators must reflect the same level of performance as the respective performance standard contained in section 6. In addition to the quality indicators, applicable measures of quantity, timeliness, and/or cost-effectiveness may be included to describe the appropriate level of outcome(s) expected.

The Results-Driven critical element must also identify clear, transparent alignment to agency strategic planning initiatives (e.g., relevant agency or organizational goals/objectives with cited page numbers from the Strategic Plan, Congressional Budget Justification/Annual Performance Plan, or other organizational planning document) in the designated section for each performance requirement in the Results Driven critical element.

- Executive performance plans must include the Governmentwide SES performance requirements in critical elements 1 through 4 as written and may include additional agency-specific performance requirements written as competencies or specific results/commitments/measurable activities associated with the critical element.

- Senior executive performance plans must include specific results focused performance requirements (e.g., outcomes and outputs) that align to agency goal(s) and objective(s) listed under the Results-Driven element. Performance requirements for the Results Driven element must include quality indicators that identify how well work must be performed and describe how the rating official will know the work is acceptable. Other measures, targets, and timelines may be included, as appropriate
- The performance requirements in the executive performance plan describe performance at the Fully Successful level, as established in the Fully Successful performance standard contained in section 6 of this document.
- Each critical element must be assigned a weight, with the total weights adding to 100 points.
 - The minimum weight that may be assigned to the Results Driven critical element is 20 points.
 - The minimum weight that may be assigned to any of the other four critical elements is 5 points.
 - No single performance element may be assigned a greater weight than the Results Driven element.

The individual Bureaus or equivalent offices will assign standard or variable weights based on the challenges anticipated for the upcoming performance cycle. The assigned weights will be reviewed annually and changes will be made as appropriate. The assigned weights must adhere to the minimum weight assignment outlined above and total 100%. Within the first 90 days of the rating cycle each year, Bureaus and offices must provide a summary to the Executive Resources Board describing how their executives will be weighted.

- The gaining organization must set performance goals and requirements for any detail or temporary assignment of 120 days or longer and appraise the performance in writing, including through an automated system. The executive's rating official will factor this appraisal into the initial summary rating.

6. **Planning Performance: Performance Standards for Critical Elements**

The performance standard for each critical element is specified below.

- **Level 5:** The executive demonstrates exceptional performance, fostering a climate that sustains excellence and optimizes results in the executive's organization, agency, department or Governmentwide. This represents the highest level of executive performance, as evidenced by the extraordinary impact on the achievement of the organization's mission. The executive is an inspirational leader and is considered a role model by agency leadership, peers, and employees. The executive continually contributes materially to or spearheads agency efforts that address or accomplish important agency goals, consistently achieves expectations at the highest level of quality possible, and consistently handles challenges, exceeds targets, and completes assignments ahead of schedule at every step along the way.

Performance at this level may be demonstrated in such ways as the following examples:

- Overcomes unanticipated barriers or intractable problems by developing creative solutions that address program concerns that could adversely affect the organization, agency, or Government.
- Through leadership by example, creates a work environment that fosters creative thinking and innovation; fosters core process re-engineering; and accomplishment of established organizational performance targets.
- Takes the initiative to identify new opportunities for program and policy development and implementation or seeks more opportunities to contribute to optimizing results; takes calculated risks to accomplish organizational objectives with positive results.
- Accomplishes objectives even under demands and time pressure beyond those typically found in the executive environment.
- Achieves results of significant value to the organization, agency, or Government.
- Achieves significant efficiencies or cost-savings in program delivery or in daily operational costs of the organization.

- **Level 4:** The executive demonstrates a very high level of performance beyond that required for successful performance in the executive's position and scope of responsibilities. The executive is a proven, highly effective leader who builds trust and instills confidence in agency leadership, peers, and employees. The executive consistently exceeds established performance expectations, timelines, or targets, as applicable.

Performance at this level may be demonstrated in such ways as the following:

- Advances progress significantly toward achieving one or more strategic goals.
- Demonstrates unusual resourcefulness in dealing with program operations or policy challenges.
- Achieves unexpected results that advance the goals and objectives of the organization, agency, or Government.

- **Level 3:** The executive demonstrates the high level of performance expected and the executive's actions and leadership contribute positively toward the achievement of strategic goals and meaningful results. The executive is an effective, solid, and dependable leader who delivers high-quality results based on measures of quality, quantity, efficiency, and/or effectiveness, within agreed upon timelines. The executive meets and sometimes exceeds challenging performance expectations established for the position.

Performance at this level may be demonstrated in such ways as the following:

- Seizes opportunities to address issues and effects change when needed.
- Finds solutions to serious problems and champions their adoption.
- Designs strategies leading to improvements.

- **Level 2:** The executive's contributions to the organization are acceptable in the short term but do not appreciably advance the organization towards achievement of its goals and objectives. While the executive generally meets established performance expectations, timelines and targets, there are occasional lapses that impair operations and/or cause concern from management. While showing basic ability to accomplish work through others, the executive may demonstrate limited ability to inspire subordinates to give their best efforts or to marshal those efforts effectively to address problems characteristic of the organization and its work.
- **Level 1:** In repeated instances, the executive demonstrates performance deficiencies that detract from mission goals and objectives. The executive generally is viewed as ineffectual by agency leadership, peers, or employees. The executive routinely does not meet established performance expectations/timelines/targets and fails to produce – or produces unacceptable – work products, services, or outcomes.

7. *Monitoring Performance*

- **Monitor and Provide Feedback.** Throughout the appraisal period, a supervisor must monitor senior executive performance in accomplishing elements and requirements and provide feedback, including advice and assistance on improving performance, when needed and encouragement and positive reinforcement as appropriate. Supervisors and senior executives should engage in frequent two-way conversations regarding progress toward meeting the critical elements in the senior executive's performance plan. Such conversations should include the following: status updates; identification of obstacles that impede progress in attaining milestones; indicators of success or needs for improvement; and a need to revise the senior executive's performance plan to account for changing objectives, priorities and any other factors affecting the senior executive's performance toward work assignments or responsibilities.
- **Progress Review.** Each senior executive must receive at least one progress review during the appraisal period. At a minimum, the executive must be informed how well he or she is performing against performance requirements.

8. *Rating Critical Elements*

The Rating Official will assign a rating level for critical elements 1 through 4 based on his/her judgment as to the extent the executive's performance meets the defined requirements and standards as specified in the Executive Performance Agreement and the DOI SES Performance Appraisal System. Any agency specific requirements or components added to these critical elements will not be scored separately but will be taken into consideration when assigning a rating level.

The rating official will determine a rating for the Results Driven critical element by assessing the executive's accomplishments in three to five performance requirements, which demonstrate direct linkage with the Department of the Interior Strategic Plan or other relative considerations for which the executive will be held accountable.

To determine the rating level for the Results Driven element, each individual performance requirement will be rated against the performance standard definitions in Section 6 above, and any other defined performance indicators, measures, or standards for that particular performance requirement. Rating Officials will determine the overall rating for the Results Driven element as follows:

- Outstanding – A majority of the performance requirements for the Results Driven element are rated Outstanding.
- Exceeds Fully Successful – A majority of the performance requirements for the Results Driven element are rated at least Exceeds Fully Successful with none below Fully Successful.
- Fully Successful – A majority of the performance requirements for the Results Driven element are rated at Fully Successful with none below Fully Successful.
- Minimally Satisfactory – One or more performance requirements for the Results Driven element are rated at Minimally Satisfactory with none below Minimally Satisfactory.
- Unsatisfactory – One or more performance requirements for the Results Driven element are rated at Unsatisfactory.

If the performance requirements are equally divided between Outstanding and Exceeds Fully Successful, then the overall rating will be at the Exceeds Fully Successful level. If the performance requirements are equally divided between Exceeds Fully Successful and Fully Successful, the overall rating will be at the Fully Successful level.

9. *Deriving the Summary Rating*

- **Critical Element Point Values.** Once the rating for each critical element is determined, the following point values will be assigned to the element ratings:
 - Level 5 = 5 points
 - Level 4 = 4 points
 - Level 3 = 3 points
 - Level 2 = 2 points
 - Level 1 = 0 points
- **Derivation Formula.** The derivation formula is calculated as follows:
 - If any critical element is rated Level 1 (Unsatisfactory), the overall summary rating is Unsatisfactory. If no critical element is rated Level 1 (Unsatisfactory), continue to the next step.
 - For each critical element, multiply the element rating level point value by the weight assigned to that element.
 - Add the results from the previous step for each of the five critical elements to come to a total score.
 - Assign the initial summary rating using the ranges below:
 - 475-500 = Level 5
 - 400-474 = Level 4

- 300-399 = Level 3
- 200-299 = Level 2
- Any critical element rated Level 1 = Level 1
- Example, with the initial summary rating determined to be Level 4 (Exceeds Fully Successful):

Critical Element	Rating Level	Weight	Score	Summary Level Range
	Initial Element Score		Initial Point Score	
1. Leading Change	4	15	4 x 15 = 60	475-500 = Level 5 400-474 = Level 4 300-399 = Level 3 200-299 = Level 2 Any CE rated Level 1 = Level 1
2. Leading People	5	15	5 x 15 = 75	
3. Business Acumen	3	15	3 x 15 = 45	
4. Building Coalitions	4	15	4 x 15 = 60	
5. Results Driven	4	40	4 x 40 = 160	
Total		100%	400	

- **Initial Summary Rating.** The rating official will develop an initial summary rating in writing, including through the use of automated systems, and share the rating with the senior executive.
- **Opportunity for Written Response.** A senior executive may respond in writing, including through the use of automated systems, to the initial summary rating.
- **Opportunity for Higher Level Review (HLR).** Upon a senior executive's request, the agency must provide an opportunity for review of the initial rating before the rating is presented to the PRB. The agency may designate who will provide HLR for its executives, except that a review may not be provided by a member of the PRB or an official who participated in determining the initial summary rating.
 - When an agency cannot provide a review by a higher-level official because no such higher-level official exists in the agency (e.g., the agency head provided the initial summary rating, the higher-level reviewer position is vacant, etc.), the agency must offer an alternative review by an official the agency deems appropriate.

An official providing HLR or an alternative review may not change the initial rating but may recommend a different rating to the PRB. Copies of findings and recommendations by the HLR official or the official performing an alternative review must be given to the senior executive, the rating official, and the PRB.

- **Forced Distribution.** A forced distribution of rating levels is prohibited.
- **Job Changes or Transfers.** When a senior executive who has completed the minimum appraisal period changes jobs or transfers to another agency, the supervisor must appraise the executive's performance in writing, including through the use of automated systems, before the executive leaves; the appraisal will be given to the executive and forwarded to the gaining agency.
- **Transferred Ratings.** When developing an initial summary rating for an executive who transfers from another agency, a supervisor must consider any applicable ratings and appraisals of the executive's performance received from the former agency.
- **Extending the Appraisal Period.** If the agency cannot prepare an executive's rating at the end of the appraisal period because the executive has not completed the minimum appraisal period or for other reasons, the agency must extend the executive's appraisal period. Once the appropriate conditions are met, the agency will then prepare the annual summary rating.
- **Annual Summary Rating.** The annual summary rating must be assigned by the appointing authority (and may not be delegated to an official who does not have authority to make SES appointments) only after considering the recommendations of the PRB. The annual summary rating must be communicated to the executive in writing, including through the use of automated systems, normally within 3 months of the end of the appraisal period.

10. Performance Review Boards

- **PRB.** The agency shall establish one or more PRBs to make written recommendations on each executive's annual summary rating, performance-based pay adjustment, and performance award to the appointing authority.
- **Membership.** Each PRB must have 3 or more members selected by the agency head or designee(s) in a manner that ensures consistency, stability, and objectivity in SES performance appraisal. PRB appointments must be published in the Federal Register before service begins.
- **Career Membership.** More than one-half of the PRB's members must be career appointees when considering a career appointee's appraisal, performance-based pay adjustment, or performance award.
- **Review Ratings.** The PRB must review and evaluate the initial performance appraisal and summary rating, any senior executive's response, and any higher-level official's findings and recommendations on the initial summary rating or the results of an alternative review. The PRB may conduct any additional review needed to make written recommendations to the appointing authority on annual summary ratings, performance awards, and performance-based pay adjustments for each senior executive. PRB members may not be involved in deliberations involving their own appraisals, performance-based pay adjustments, and performance awards.
- **Executive Response.** The PRB may not review an initial summary rating to which the executive has not been given the opportunity to respond in writing, including through the use of automated systems.
- **Agency/Organizational Performance.** The PRB must be provided and take into account appropriate assessments of the agency/organization's performance, as communicated by the oversight official through performance appraisal guidelines, when making recommendations.

11. Dealing with Poor Performance

- **Performance Actions.** The agency must: 1) reassign, transfer or remove from the Senior Executive Service a career senior executive who has been assigned a Level 1 (Unsatisfactory) final summary rating; 2) remove from the Senior Executive Service an executive who has been assigned two final summary ratings at less than Level 3 (i.e., Level 2 or a combination of Levels 2 and 1) within a three year period; and 3) remove from the Senior Executive Service an executive who receives two Level 1 (Unsatisfactory) final summary ratings within five years. Non-probationary career appointees are removed under procedures in 5 CFR 359 subpart E. Probationary career appointees are removed under procedures in 5 CFR 359 subpart D. (Nothing here shall be interpreted to limit removal of probationary SES employees as permitted by current regulations.) Guaranteed placement in a non-SES position will be provided under 5 CFR 359 subpart G when applicable.
- **Appeal Rights.** Senior executive performance appraisals and ratings may not be appealed. The executive may file a complaint about any aspect of the rating process the executive believes to involve unlawful discrimination (EEOC) or a prohibited personnel practice (Office of Special Counsel). A career appointee being removed from the SES under 5 U.S.C. 3592(a)(2) shall, at least 15 days preceding the date of removal, be entitled, upon request, to an informal hearing before an official designated by the Merit Systems Protection Board.

12. Other System Requirements

- **Appraisal Results.** Performance appraisals will be used as a basis for adjusting pay, granting awards, retaining and removing senior executives, and making other personnel decisions. Performance appraisals also will be a factor in assessing a senior executive's continuing development needs.
- **Organizational Assessment and Guidelines.** The agency must assess organizational performance (overall and with respect to each of its particular missions, components, programs, policy areas, and support functions). The agency also must ensure its assessment results and evaluation guidelines based upon them are communicated by the oversight official to senior executives, rating officials, higher level review officials, PRB members, and appointing authorities at the conclusion of the appraisal period and before completion of the initial summary ratings so that they may be considered in preparing performance appraisals, ratings and recommendations.

- **Oversight.** The agency head or the official designated by the agency head provides organizational assessments and evaluation guidelines and is responsible to oversee the system and to certify: 1) the appraisal process makes meaningful distinctions based on relative performance; 2) executive ratings take into account assessments of organizational performance; and 3) pay adjustments, awards and pay levels based on the results of the appraisal process accurately reflect individual performance and/or contribution to agency performance. The responsible official designated to provide evaluation guidelines and oversee the appraisal system must do so for the entire executive agency.
- **Performance Distinctions.** Rating officials and PRBs will make meaningful distinctions based on relative performance that take into account assessment of the agency's performance against relevant program performance measures.

Differences in Pay Based on Performance. Differentiation will be evident in the pay adjustments, performance awards, and rates of pay separately. Senior executives who have demonstrated the highest levels of performance will receive the highest annual summary ratings and the largest corresponding performance awards, pay adjustments, and rates of pay. Pay adjustments and performance awards will be made within 5 months following the end of the applicable appraisal period.

13. Training and Evaluation

- **Training.** The agency will provide information and training to agency leadership, supervisors, and senior executives on the requirements and operation of the agency's performance management and pay-for-performance systems.
- **Communication of Results.** The agency will communicate annually the distribution of ratings from the previous appraisal period and the average pay increases and awards associated with each rating level. Agencies must protect the privacy of the ratings received by individual senior executives.
- **Evaluation.** The agency will periodically evaluate the effectiveness of the performance management system(s) and implement improvements as needed.

14. Additional Agency-Specific Policies

NONE

**Executive Resources Board
Roles and Responsibilities**

The Secretary of the Interior delegates the ERB general oversight responsibility for the management of the department's executive resources, which includes Senior Executive Service (SES), Senior Level (SL) and Scientific and Professional (ST) position.

Recruitment/Staffing Management

Competitive and non-competitive recruitment and placement of selectees into vacant SES, SL and ST positions.

- Approval of recruitment requests, including panel members.
- Approval of selections, including qualifications and pay setting.
- Ensuring that recruitments and selections meet merit systems principles.
- Reviews and approves other personnel requests, including reassignments, changes in duty station, and details beyond 120 days.

Compensation Management

Agency process for setting and adjusting pay, as well as management of other forms of compensation.

- Ensuring SES/SL/ST pay policies meets the needs of the Department.
- Ensuring SES/SL/ST are compensated equitably based on their level of responsibility and level of performance.
- Reviews and approves requests for relocation, recruitment and retention allowances.
- Reviews and approves requests for out-of-cycle awards (monetary and non-monetary).

Performance Management

Performance management incorporates planning, monitoring, developing, evaluating, and rewarding both individual and organizational performance.

- Ensures SES/SL/ST employees are rated in accordance with Departmental policy and is sufficient to retain OPM performance certification.
- Approve Performance Review Boards.
- Approves ratings, recognition and pay increases for SES/SL/ST employees.
- Ensures there are meaningful distinctions based on relative performance, and that the highest performers receive the highest levels of recognition and pay increases.

SES/SL/ST Allocations

Management of executive resources within the levels set during the biennial allocation process.

- Manages the pool of allocations provided to the Department from OPM.
- Approves requests for additional allocations through OPM's Biennial Allocation process.

Presidential Rank Awards

The Presidential Rank Award (PRA) recognizes and rewards career Senior Executive Service (SES) members and Senior Career Employees (Senior-level (SL) and Scientific and Professional (ST)) who have demonstrated exceptional performance over an extended period of time.

- Annually, reviews bureau/office recommendations and approves nominations to move forward for consideration.

Presidential Management Fellows

The Presidential Management Fellows (PMF) Program is a highly selective, prestigious two-year training and development program designed to attract young people with exceptional management potential into government careers.

- Review and approves PMF certifications.

Senior Executive Service Candidate Development Program

The Senior Executive Service Candidate Development Program (SESCDP) is one succession management tool agencies may use to identify and prepare aspiring senior executive leaders and is designed to further develop SES candidates' competencies in each of the Executive Core Qualifications (ECQs).

- Authorizes recruitment of new classes.
- Reviews and approves selections for the program.
- Reviews and approves Executive Development Plans.
- Reviews and approves Qualifications Review Board packages before submission to OPM.

Executive Resources Policies

- Reviews and approves policies governing Departmental executive resources programs.

Chairperson/Member Role and Responsibilities

The ERB Chairperson facilitates ERB meetings and serves as signature authority on executive resources requests for the Department. They also have the ability to delegate signature authority for routine requests (such as Presidential Management Fellow certifications, Senior Executive Service Candidate Development Program certification, etc.) or when the Chairperson is unavailable for signature.

ERB members review executive resources requests, participate in discussion related to those requests, and provide a vote in support or against requests.

**Assistant Secretary
Role and Responsibilities**

All executive resources requests are to be reviewed by and concurred by the appropriate Assistant Secretary or equivalent official.

During the annual performance closeout process, the Assistant Secretary or equivalent official should be consulted prior to bureaus and offices submitting their ratings and recognition recommendations for review by Performance Review Boards (PRB). After the PRB review, the Assistant Secretary or equivalent official will review the PRB recommendations and provide their own recommendations for ratings and recognition.

To: Pletcher, Mary[mary_pletcher@ios.doi.gov]
From: Oxyer, Michelle
Sent: 2017-09-11T13:52:06-04:00
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[Reassignments status.pdf](#)
[Current Vacancies.pdf](#)

Sorry I had these in a different place.

Michelle Oxyer
Executive Resources Division
Office of Human Resources
Department of the Interior
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Bureau	Upcoming/Known Vacancies	Duty Station	Previous Incumbent	Date Vacated	NOTES
NPS	Associate Director for Interpretation and Education	Washington, DC	Julia Washburn	1/16/2017	
NPS	Superintendent, Golden Gate National Recreation Area	San Francisco, CA	Christine Lehnertz	8/20/2016	Currently advertised; announcement closes 08/30/17.
NPS	Superintendent, Yosemite National Park	Yosemite Park, CA	Don Neubacher	10/20/2016	Currently advertised; announcement closes 08/31/17.
NPS	Superintendent, National Mall and Memorial Parks (pending reassignment effective 09/03/17)	Washington, DC	Gay Vietzke	9/3/2017	
NPS	Associate Director, Cultural Resources	Washington, DC	Stephanie Toothman	6/3/2017	
FWS	Associate Chief Information Officer	Baileys Crossroads, VA	New Position	NA	
FWS	Chief, Office of Law Enforcement	Washington, DC	William Woody	7/9/2017	
FWS	Regional Director, Atlanta (pending retirement effective 09/30/17)	Atlanta, GA	Cynthia Dohner	9/30/2017	Current incumbent expected to retire on 09/30/17.
FWS	Assistant Director - International Affairs	Baileys Crossroads, VA	Bryan Arroyo	7/9/2017	
SOL	Regional Solicitor, Northeast	Washington, DC	Peg Romanik	7/9/2017	
SOL	Regional Solicitor, Alaska (pending retirement effective 12/31/17)	Anchorage, AK	Joseph Darnell	12/31/2017	Current incumbent expected to retire in December 2017.
BLM	Deputy Director for Operations	Washington, DC	Steve Ellis	11/26/2016	
BLM	State Director – Montana/Dakotas	Billings, Montana	Jaime Connell	2/9/2017	
BLM	State Director - Alaska (pending reassignment effective 09/03/17)	Anchorage, AK	Bud Cribley	9/3/2017	
BLM	State Director - New Mexico (pending reassignment effective 09/03/17)	Santa Fe, NM	Amy Lueders	9/3/2017	
BLM	State Director - Colorado	Denver, CO	Ruth Welch	7/9/2017	
BLM	Assistant Director – Fire and Aviation	Boise, Idaho	Ron Dunton	5/13/2017	
BLM	Assistant Director, Business, Fiscal and Information Resources Management	Washington, DC	Janine Velasco	7/9/2017	
PMB	Director, Office of Policy Analysis	Washington, DC	Joel Clement	7/9/2017	
PMB	Deputy Director – Office of Acquisition and Property Management	Washington, DC	James McCaffery	11/30/2016	
PMB	Director, Office of Small and Disadvantaged Business Utilization	Washington, DC	Megan Olsen	7/9/2017	
ASIA	Deputy Assistant Secretary – Management	Washington, DC	Tommy Thompson	12/31/2015	
BIA	Director, Bureau of Indian Affairs (pending reassignment effective 09/03/17)	Washington, DC	Bruce Loudermilk	9/3/2017	
BIA	Deputy Director – Justice Services	Washington, DC	Darren Cruzan	1/7/2017	
BIA	Regional Director – Midwest	Minneapolis, MN	Diane Rosen	9/30/2016	
BIA	Regional Director – Alaska	Anchorage, AK	Bruce Loudermilk	11/1/2016	
BIA	Regional Director - Northwest (pending retirement effective 12/31/17)	Portland, OR	Stanley Speaks	12/31/2017	Current incumbent expected to retire in December 2017.
BIA	Regional Director - Southern Plains	Anadarko, OK	Daniel Deerinwater	8/20/2017	
BIE	Associate Director – BIE Operated Schools	Albuquerque, NM	Tony Dearman	10/29/2016	
BIE	Chief Academic Officer	Washington, DC	New Position	NA	
USGS	Associate Director for Climate and Land Use Change	Reston, VA	Virginia Burkett	7/9/2017	
		Total SES Slots		284	
		Total Non Career Slots		44	
		Non-career onboard		16	
		Non-career approved		3	
		Non-career to be allocated		25	
		Total Career SES Slots		240	
		Career SES onboard		212	
		Total available SES slots		28	
		Expected SES departures		4	Dohner, Andrew, Speaks, Lauro
		Remaining SES slots		32	

PENDING REASSIGNMENTS								
Name	Effective Date	From Bureau/Office	From Position	From Duty Location	To Bureau/Office	To Position	To Duty Station	NOTES
Loudermilk, Bruce	09/03/17	BIA	Director, Bureau of Indian Affairs	Washington, DC	OST	Deputy Special Trustee - Field Operations	Albuquerque, NM	
Vietzke, Gay	09/03/17	NPS	Superintendent, National Mall and Memorial Parks	Washington, DC	NPS	Regional Director, Northeast Region	Philadelphia, PA	
Lueders, Amy	09/03/17	BLM	State Director, New Mexico	Santa Fe, NM	FWS	Regional Director, Albuquerque	Albuquerque, NM	
Cribley, Bud	09/03/17	BLM	State Director - Alaska	Anchorage, AK	FWS	Senior Advisor for Energy	Washington, DC	Will be working out of Anchorage for first 30 days.
Tuggle, Benajmin	09/03/17	FWS	Regional Director - Albuquerque	Albuquerque, NM	FWS	Assistant Director - Science Applications	Washington, DC	Will be working out of Albuquerque for 9 months
REASSIGNMENTS ON HOLD								
Burckman, James		ASIA	Director of Human Capital Management	Washington, DC	PMB	Director, Business Services	Washington, DC	
Pierre-Louis, Alesia		PMB	Director, Office of Strategic Employee and Organizational Development/Chief Learning Officer	Washington, DC	ASIA	Director, Human Capital Management	Washington, DC	

To: Pletcher, Mary[mary_pletcher@ios.doi.gov]

From: Oxyer, Michelle

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[Reassignments status.pdf](#)

[Request to Recruit Form.docx](#)

[Revised DOI SES Performance Appraisal System Description March 2017.pdf](#)

[Revised DOI SES Performance Appraisal Template March 2017.pdf](#)

[SES Roster 082217 \(1\).xlsx](#)

[Current Vacancies.pdf](#)

[ERB Overview August 2017.docx](#)

[Performance Appraisal & Recognition Overview.pptx](#)

Michelle Oxyer

Executive Resources Division

Office of Human Resources

Department of the Interior

Phone 202-208-6943

michelle_oxyer@ios.doi.gov

**Current SES Roster
As of August 24, 2017**

Dept	Bur Or Ofc	Bur Or Ofc Desc	Sub Bur	Sub Bur Desc	Name Compressed	Pay Plan
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	50	OS,ASST SEC INDIAN AFFR	BEARPAW, GEORGE WATIE	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	50	OS,ASST SEC INDIAN AFFR	BURCKMAN, JAMES N.	ES
IN	06	OFFICE OF THE SECRETARY OF THE INTERIOR	BB	OS,ASST SEC INDIAN AFFR	DEERINWATER, DANIEL J.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	50	OS,ASST SEC INDIAN AFFR	FREEMAN, SHAREE M.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	50	OS,ASST SEC INDIAN AFFR	HART, PAULA L.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	50	OS,ASST SEC INDIAN AFFR	LAROCHE, DARRELL WILLIAM	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	50	OS,ASST SEC INDIAN AFFR	SCHOCK, JAMES H.	ES
IN	06	BUREAU OF INDIAN AFFAIRS	KK	CENTRAL OFFICE HDQTRS.	BLACK, MICHAEL S.	ES
IN	06	BUREAU OF INDIAN AFFAIRS	HH	WESTERN REGION	BOWKER, BRYAN L.	ES
IN	06	BUREAU OF INDIAN AFFAIRS	JJ	PACIFIC REGION	DUTSCHKE, AMY L.	ES
IN	06	BUREAU OF INDIAN AFFAIRS	KK	CENTRAL OFFICE HDQTRS.	JAMES, JAMES D. JR.	ES
IN	06	BUREAU OF INDIAN AFFAIRS	CC	ROCKY MOUNTAIN REGION	LA COUNTE, DARRYL D. II	ES
IN	06	BUREAU OF INDIAN AFFAIRS	AA	GREAT PLAINS REGION	LAPOINTE, TIMOTHY L.	ES
IN	01	BUREAU OF INDIAN AFFAIRS	70	CENTRAL OFFICE HDQTRS.	LORDS, DOUGLAS A.	ES
IN	06	BUREAU OF INDIAN AFFAIRS	KK	CENTRAL OFFICE HDQTRS.	LOUDERMILK, WELDON B.	ES
IN	06	BUREAU OF INDIAN AFFAIRS	SS	EASTERN REGION	MAYTUBBY, BRUCE W.	ES
IN	06	BUREAU OF INDIAN AFFAIRS	KK	CENTRAL OFFICE HDQTRS.	ORTIZ, HANKIE P.	ES
IN	06	BUREAU OF INDIAN AFFAIRS	NN	NAVAJO REGION	PINTO, SHARON ANN	ES
IN	06	BUREAU OF INDIAN AFFAIRS	PR	NORTHWEST REGION	SPEAKS, STANLEY M.	ES
IN	06	BUREAU OF INDIAN AFFAIRS	GG	EASTERN OKLAHOMA REGION	STREATER, EDDIE R.	ES
IN	06	BUREAU OF INDIAN AFFAIRS	MM	SOUTHWEST REGION	WALKER, WILLIAM T.	ES
IN	06	BUREAU OF INDIAN EDUCATION	DD	OFC OF INDIAN ED PROGMS	DAVIS, ROSE MARIE	ES

**Current SES Roster
As of August 24, 2017**

Occ Ser	Position Title Opm	Location	Type Of Appt	Type Of Appointment Desc	Date Entered Current Position
0560	BUDGET OFFICER	WASHINGTON,DC	50	CAREER (SES PERM)	02/09/14
0301	DIRECTOR OF HUMAN CAPITAL MGMT	WASHINGTON,DC	50	CAREER (SES PERM)	02/01/09
301	SENIOR ADVISOR TO THE ASSISTANT SECRETARY - INDIAN AFFAIRS	ANADARKO,OKLAHOMA	50	CAREER (SES PERM)	08/20/17
0340	DIRECTOR, OFC OF SELF-GOVERNANCE	WASHINGTON,DC	50	CAREER (SES PERM)	01/21/07
0301	DIRECTOR, OFFICE OF INDIAN GAMING MGT	WASHINGTON,DC	50	CAREER (SES PERM)	01/31/10
0340	DIRECTOR, FACILITIES, SAFETY & PROPERTY MANAGEMENT	RESTON,VIRGINIA	50	CAREER (SES PERM)	06/01/14
0501	CHIEF FINANCIAL OFFICER	WASHINGTON,DC	50	CAREER (SES PERM)	12/29/13
0301	SENIOR ADVISOR TO THE DIRECTOR-BUREAU OF INDIAN AFFAIRS	BILLINGS,MONTANA	50	CAREER (SES PERM)	11/02/16
0340	REGIONAL DIRECTOR	PHOENIX,ARIZONA	50	CAREER (SES PERM)	07/04/10
0340	REGIONAL DIRECTOR-PACIFIC	SACRAMENTO,CALIFORNIA	50	CAREER (SES PERM)	10/10/10
0340	DEPUTY DIRECTOR, FIELD OPERATIONS	ALBUQUERQUE,NEW MEXICO	50	CAREER (SES PERM)	07/09/17
0340	REGIONAL DIRECTOR	BILLINGS,MONTANA	50	CAREER (SES PERM)	03/08/15
0340	REGIONAL DIRECTOR-GREAT PLAINS	ABERDEEN,SOUTH DAKOTA	50	CAREER (SES PERM)	11/02/14
0340	DEPUTY BUREAU DIRECTOR-FIELD OPERATIONS	ALBUQUERQUE,NEW MEXICO	50	CAREER (SES PERM)	08/20/17
0340	DIRECTOR, BUREAU OF INDIAN AFFAIRS	WASHINGTON,DC	50	CAREER (SES PERM)	11/02/16
0340	REGIONAL DIRECTOR	NASHVILLE,TENNESSEE	50	CAREER (SES PERM)	09/06/15
0340	DEPUTY BUREAU DIRECTOR, INDIAN SERVICES	WASHINGTON,DC	50	CAREER (SES PERM)	03/25/12
0340	REGIONAL DIRECTOR	GALLUP,NEW MEXICO	50	CAREER (SES PERM)	10/09/11
0340	REGIONAL DIRECTOR	PORTLAND,OREGON	50	CAREER (SES PERM)	02/22/04
0340	REGIONAL DIRECTOR	MUSKOGEE,OKLAHOMA	50	CAREER (SES PERM)	07/12/15
0340	REGIONAL DIRECTOR	ALBUQUERQUE,NEW MEXICO	50	CAREER (SES PERM)	12/20/09
1701	ASSOCIATE DEPUTY DIRECTOR-TRIBALLY CONTROLLED SCHOOLS	BLOOMINGTON,MINNESOTA	50	CAREER (SES PERM)	02/21/16

**Current SES Roster
As of August 24, 2017**

Dept	Bur Or Ofc	Bur Or Ofc Desc	Sub Bur	Sub Bur Desc	Name Compressed	Pay Plan
IN	06	BUREAU OF INDIAN EDUCATION	DD	OFC OF INDIAN ED PROGMS	DEARMAN, TONY L.	ES
IN	06	BUREAU OF INDIAN EDUCATION	DD	OFC OF INDIAN ED PROGMS	HAMLEY, JEFFREY L.	ES
IN	06	BUREAU OF INDIAN EDUCATION	DD	OFC OF INDIAN ED PROGMS	PFEIFFER, TAMARAH NMN	ES
IN	06	BUREAU OF INDIAN EDUCATION	DD	OFC OF INDIAN ED PROGMS	STEVENS, BARTHOLOMEW S.	ES
IN	07	BUREAU OF RECLAMATION	08	DENVER	CORDOVA-HARRISON, ELIZABE	ES
IN	07	BUREAU OF RECLAMATION	03	LOWER COLORADO REGION	FULP, TERRANCE J	ES
IN	07	BUREAU OF RECLAMATION	01	PACIFIC NORTHWEST REGIO	GRAY, LORRI J	ES
IN	07	BUREAU OF RECLAMATION	08	DENVER	LUEBKE, THOMAS A	ES
IN	07	BUREAU OF RECLAMATION	08	DENVER	MULLER, BRUCE C JR	ES
IN	07	BUREAU OF RECLAMATION	02	MID PACIFIC REGION	MURILLO, DAVID G.	ES
IN	07	BUREAU OF RECLAMATION	09	WASHINGTON DC	PALUMBO, DAVID M.	ES
IN	07	BUREAU OF RECLAMATION	09	WASHINGTON DC	PAYNE, GRAYFORD F.	ES
IN	07	BUREAU OF RECLAMATION	04	UPPER COLORADO REGION	RHEES, BRENT B.	ES
IN	07	BUREAU OF RECLAMATION	06	GREAT PLAINS REGION	RYAN, MICHAEL J.	ES
IN	07	BUREAU OF RECLAMATION	08	DENVER	SMILEY, KARLA J.	ES
IN	07	BUREAU OF RECLAMATION	08	DENVER	WELCH, RUTH L.	ES
IN	07	BUREAU OF RECLAMATION	09	WASHINGTON DC	WOLF, ROBERT W	ES
IN	08	GEOLOGICAL SURVEY	AF	NATURAL HAZARDS	APPLEGATE, JAMES D. R.	ES
IN	08	GEOLOGICAL SURVEY	AJ	MIDWEST REGION	CARL, LEON M.	ES
IN	08	GEOLOGICAL SURVEY	AE	WATER	CLINE, DONALD WALTER	ES
IN	08	GEOLOGICAL SURVEY	AQ	ALASKA REGION	DEVARIS, AIMEE MARIE	ES
IN	08	GEOLOGICAL SURVEY	AM	SOUTHWEST REGION	ETHRIDGE, MAX M.	ES

**Current SES Roster
As of August 24, 2017**

Occ Ser	Position Title Opm	Location	Type Of Appt	Type Of Appointment Desc	Date Entered Current Position
1710	DIRECTOR, BUREAU OF INDIAN EDUCATION	WASHINGTON,DC	50	CAREER (SES PERM)	10/30/16
1720	ASSOCIATE DEPUTY DIRECTOR - PERFORMANCE & ACCOUNTABILITY	WASHINGTON,DC	50	CAREER (SES PERM)	04/26/09
1701	ASSOCIATE DEPUTY DIRECTOR-NAVAJO	WINDOW ROCK,ARIZONA	50	CAREER (SES PERM)	06/29/15
0340	DEPUTY DIRECTOR FOR SCHOOL OPERATIONS	WASHINGTON,DC	50	CAREER (SES PERM)	01/22/17
0340	DIRECTOR, MISSION SUPPORT ORGANIZATION	LAKEWOOD,COLORADO	50	CAREER (SES PERM)	04/16/06
0340	REGIONAL DIRECTOR	BOULDER CITY,NEVADA	50	CAREER (SES PERM)	09/23/12
0340	REGIONAL DIRECTOR	BOISE,IDAHO	50	CAREER (SES PERM)	01/01/12
0340	DIRECTOR, TECHNICAL SERVICE CENTER	LAKEWOOD,COLORADO	50	CAREER (SES PERM)	06/01/14
0340	DIRECTOR, SECURITY, SAFETY & LAW ENFORCEMENT	LAKEWOOD,COLORADO	50	CAREER (SES PERM)	09/21/14
0340	REGIONAL DIRECTOR, MID PACIFIC REGION	SACRAMENTO,CALIFORNIA	50	CAREER (SES PERM)	12/16/12
0340	DEPUTY COMMISSIONER- OPERATIONS	WASHINGTON,DC	50	CAREER (SES PERM)	10/04/15
0340	DEPUTY COMMISSIONER, PROGRAM, ADMINISTRATION AND BUDGET	WASHINGTON,DC	50	CAREER (SES PERM)	10/10/10
0340	REGIONAL DIRECTOR	SALT LAKE CITY,UTAH	50	CAREER (SES PERM)	04/05/15
0340	REGIONAL DIRECTOR	BILLINGS,MONTANA	50	CAREER (SES PERM)	06/26/05
2210	ASSOCIATE CHIEF INFORMATION OFFICER	LAKEWOOD,COLORADO	50	CAREER (SES PERM)	01/13/16
0340	DIRECTOR,POLICY AND ADMINISTRATION	LAKEWOOD,COLORADO	50	CAREER (SES PERM)	07/09/17
0340	DIRECTOR, PROGRAM & BUDGET	WASHINGTON,DC	50	CAREER (SES PERM)	01/27/02
1301	ASSOCIATE DIRECTOR FOR NATURAL HAZARDS	RESTON,VIRGINIA	50	CAREER (SES PERM)	05/22/11
0401	REGIONAL DIRECTOR - MIDWEST	ANN ARBOR,MICHIGAN	50	CAREER (SES PERM)	10/12/12
1301	ASSOCIATE DIRECTOR FOR WATER	RESTON,VIRGINIA	50	CAREER (SES PERM)	01/10/16
1301	REGIONAL DIRECTOR - ALASKA	ANCHORAGE,ALASKA	50	CAREER (SES PERM)	11/29/15
1301	REGIONAL DIRECTOR - SOUTHWEST REGION	LAKEWOOD,COLORADO	50	CAREER (SES PERM)	11/30/14

**Current SES Roster
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Dept	Bur Or Ofc	Bur Or Ofc Desc	Sub Bur	Sub Bur Desc	Name Compressed	Pay Plan
IN	08	GEOLOGICAL SURVEY	AP	NORTHWEST REGION	FERRERO, RICHARD C.	ES
IN	08	GEOLOGICAL SURVEY	AI	CORE SCIENCE SYSTEMS	GALLAGHER, KEVIN T	ES
IN	08	GEOLOGICAL SURVEY	AC	ADMINISTRATION	GONZALES-SCHREINER, ROSEA	ES
IN	08	GEOLOGICAL SURVEY	AA	DIRECTORS OFFICE	HILDEBRANDT, BETSY J.	ES
IN	08	GEOLOGICAL SURVEY	AG	ENERGY & MINERALS	HITZMAN, MURRAY WALTER	ES
IN	08	GEOLOGICAL SURVEY	AH	CLIMATE & LAND-USE	KELLY, FRANCIS P.	ES
IN	08	GEOLOGICAL SURVEY	AD	ECOSYSTEMS	KINSINGER, ANNE E.	ES
IN	08	GEOLOGICAL SURVEY	AA	DIRECTORS OFFICE	LODGE, CYNTHIA LOUISE	ES
IN	08	GEOLOGICAL SURVEY	AO	PACIFIC REGION	SOGGE, MARK K.	ES
IN	08	GEOLOGICAL SURVEY	AK	NORTHEAST REGION	TUPPER, MICHAEL H.	ES
IN	08	GEOLOGICAL SURVEY	AA	DIRECTORS OFFICE	WERKHEISER, WILLIAM H.	ES
IN	08	GEOLOGICAL SURVEY	AL	SOUTHEAST REGION	WEYERS, HOLLY S.	ES
IN	10	NATIONAL PARK SERVICE	SE	NATL PK SVC, SOUTHEAST	AUSTIN, STANLEY J.	ES
IN	10	NATIONAL PARK SERVICE	WO	NATL PK SVC, WASH OFFIC	AUSTIN, TERESA MADEYA	ES
IN	10	NATIONAL PARK SERVICE	WO	NATL PK SVC, WASH OFFIC	BENGE, SHAWN T.	ES
IN	10	NATIONAL PARK SERVICE	WO	NATL PK SVC, WASH OFFIC	BOWRON, JESSICA L.	ES
IN	10	NATIONAL PARK SERVICE	SE	NATL PK SVC, SOUTHEAST	CASH, CASSIUS M	ES
IN	10	NATIONAL PARK SERVICE	WO	NATL PK SVC, WASH OFFIC	COMPTON, JEFFREY S.	ES
IN	10	NATIONAL PARK SERVICE	AK	NATL PK SVC, ALASKA FIE	FROST, HERBERT C.	ES
IN	10	NATIONAL PARK SERVICE	PW	NATL PK SVC, PACIFIC WE	JOSS, LAURA	ES
IN	10	NATIONAL PARK SERVICE	NE	NATL PK SVC, NORTH EAST	LAIRD, JOSHUA RADBILL	ES
IN	10	NATIONAL PARK SERVICE	IM	NATL PK SVC, INTERMOUNT	LEHNERTZ, CHRISTINE S.	ES

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Occ Ser	Position Title Opm	Location	Type Of Appt	Type Of Appointment Desc	Date Entered Current Position
0401	REGIONAL DIRECTOR - NORTHWEST REGION	SEATTLE,WASHINGTON	50	CAREER (SES PERM)	05/31/15
0340	ASSOCIATE DIRECTOR FOR CORE SCIENCE SYSTEMS	RESTON,VIRGINIA	50	CAREER (SES PERM)	04/21/11
0340	ASSOCIATE DIRECTOR FOR ADMINISTRATION	LAKWOOD,COLORADO	50	CAREER (SES PERM)	07/09/17
0340	ASSOCIATE DIRECTOR FOR COMMUNICATIONS AND PUBLISHING	RESTON,VIRGINIA	50	CAREER (SES PERM)	07/09/17
1350	ASSOCIATE DIRECTOR FOR ENERGY & MINERALS	RESTON,VIRGINIA	50	CAREER (SES PERM)	09/11/16
1301	DIRECTOR, EARTH RESOURCES OBSERVATION AND SCIENCE CENTER & POLICY ADVISOR	SIOUX FALLS,SOUTH DAKOTA	50	CAREER (SES PERM)	12/04/11
0401	ASSOCIATE DIRECTOR FOR ECOSYSTEMS	RESTON,VIRGINIA	50	CAREER (SES PERM)	04/19/11
0501	ASSOCIATE DIRECTOR FOR BUDGET,	RESTON,VIRGINIA	50	CAREER (SES PERM)	04/05/15
0401	REGIONAL EXECUTIVE - PACIFIC REGION	SACRAMENTO,CALIFORNIA	50	CAREER (SES PERM)	06/30/13
0340	REGIONAL DIRECTOR-NORTHEAST	RESTON,VIRGINIA	50	CAREER (SES PERM)	03/06/16
1301	DEPUTY DIRECTOR	RESTON,VIRGINIA	50	CAREER (SES PERM)	12/27/15
0401	REGIONAL DIRECTOR - SOUTHEAST	NORCROSS,GEORGIA	50	CAREER (SES PERM)	10/16/16
0340	REGIONAL DIRECTOR, SOUTHEAST	ATLANTA,GEORGIA	50	CAREER (SES PERM)	07/14/13
0340	ASSOCIATE DIRECTOR, BUSINESS SERVICES	WASHINGTON,DC	50	CAREER (SES PERM)	10/30/16
0340	ASSOCIATE DIRECTOR, PARK, PLANNING, FACILITIES & LANDS	WASHINGTON,DC	50	CAREER (SES PERM)	10/02/16
0501	COMPROLLER	WASHINGTON,DC	50	CAREER (SES PERM)	01/08/17
0025	PARK MANAGER (SUPERINTENDENT)	GATLINBURG,TENNESSEE	50	CAREER (SES PERM)	02/08/15
2210	ASSOCIATE CHIEF INFORMATION OFFICER	WASHINGTON,DC	50	CAREER (SES PERM)	09/18/16
0340	REGIONAL DIRECTOR, ALASKA	ANCHORAGE,ALASKA	50	CAREER (SES PERM)	04/20/14
0340	REGIONAL DIRECTOR, PACIFIC WEST	OAKLAND,CALIFORNIA	50	CAREER (SES PERM)	03/06/16
0301	EXECUTIVE DIRECTOR, NATIONAL PARKS OF NEW YORK HARBOR	NEW YORK, NEW YORK	50	CAREER (SES PERM)	06/16/13
0340	PARK MANAGER	GRAND CANYON,ARIZONA	50	CAREER (SES PERM)	08/21/16

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SES Probationary Period Ends
09/11/17
10/16/17
10/30/17
10/02/17
01/08/18
09/18/17

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Dept	Bur Or Ofc	Bur Or Ofc Desc	Sub Bur	Sub Bur Desc	Name Compressed	Pay Plan
IN	10	NATIONAL PARK SERVICE	IM	NATL PK SVC, INTERMOUNT	MASICA, SUE E.	ES
IN	10	NATIONAL PARK SERVICE	WO	NATL PK SVC, WASH OFFIC	MCDOWALL, LENA E	ES
IN	10	NATIONAL PARK SERVICE	WO	NATL PK SVC, WASH OFFIC	NGUYEN, NHIEU TONY	ES
IN	10	NATIONAL PARK SERVICE	WO	NATL PK SVC, WASH OFFIC	OBERNESSER, RICHARD	ES
IN	10	NATIONAL PARK SERVICE	SE	NATL PK SVC, SOUTHEAST	RAMOS, PEDRO M	ES
IN	10	NATIONAL PARK SERVICE	WO	NATL PK SVC, WASH OFFIC	REYNOLDS, MICHAEL T.	ES
IN	10	NATIONAL PARK SERVICE	PW	NATL PK SVC, PACIFIC WE	RICHARDSON, LIZETTE	ES
IN	10	NATIONAL PARK SERVICE	WO	NATL PK SVC, WASH OFFIC	SAUVAJOT, RAYMOND MARC	ES
IN	10	NATIONAL PARK SERVICE	MW	NATL PK SVC, MIDWEST RE	SHOLLY, CAMERON H	ES
IN	10	NATIONAL PARK SERVICE	DS	NAT PK SVC,DENVR SVC CN	TODD, RAYMOND K.	ES
IN	10	NATIONAL PARK SERVICE	IM	NATL PK SVC, INTERMOUNT	VELA, RAYMOND DAVID	ES
IN	10	NATIONAL PARK SERVICE	NC	NATL PK SVC, NATL CAPIT	VIETZKE, GAY E.	ES
IN	10	NATIONAL PARK SERVICE	NC	NATL PK SVC, NATL CAPIT	VOGEL, ROBERT A.	ES
IN	10	NATIONAL PARK SERVICE	IM	NATL PK SVC, INTERMOUNT	WENK, DANIEL N.	ES
IN	15	FISH AND WILDLIFE SERVICE	04	FISH & W/L SVC REGION 4	DOHNER, CYNTHIA	ES
IN	15	FISH AND WILDLIFE SERVICE	09	FISH & W/L SVC REGION 9	FORD, JEROME E.	ES
IN	15	FISH AND WILDLIFE SERVICE	09	FISH & W/L SVC REGION 9	FRAZER, GARY D.	ES
IN	15	FISH AND WILDLIFE SERVICE	09	FISH & W/L SVC REGION 9	GUERTIN, STEPHEN D.	ES
IN	15	FISH AND WILDLIFE SERVICE	09	FISH & W/L SVC REGION 9	HOSKINS, DAVID WILLIAM	ES
IN	15	FISH AND WILDLIFE SERVICE	09	FISH & W/L SVC REGION 9	KURTH, JAMES W.	ES
IN	15	FISH AND WILDLIFE SERVICE	09	FISH & W/L SVC REGION 9	MARTINEZ, CYNTHIA T	ES
IN	15	FISH AND WILDLIFE SERVICE	03	FISH & W/L SVC REGION 3	MELIUS, THOMAS O	ES
IN	15	FISH AND WILDLIFE SERVICE	09	FISH & W/L SVC REGION 9	RAUCH, PAUL A.	ES
IN	15	FISH AND WILDLIFE SERVICE	09	FISH & W/L SVC REGION 9	SHEEHAN, DENISE E.	ES

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Occ Ser	Position Title Opm	Location	Type Of Appt	Type Of Appointment Desc	Date Entered Current Position
0340	REGIONAL DIRECTOR, INTERMOUNTAIN REGION	LAKWOOD,COLORADO	50	CAREER (SES PERM)	01/12/14
0340	CHIEF FINANCIAL OFFICER	WASHINGTON,DC	50	CAREER (SES PERM)	01/11/15
0340	ASSOCIATE DIRECTOR, WORKFORCE MANAGEMENT	WASHINGTON,DC	50	CAREER (SES PERM)	07/09/17
0340	ASSOCIATE DIRECTOR, VISITOR RESOURCE AND PROTECTION	WASHINGTON,DC	50	CAREER (SES PERM)	10/04/15
0025	PARK MANAGER (SUPERINTENDENT)	HOMESTEAD,FLORIDA	50	CAREER (SES PERM)	01/25/15
0340	DEPUTY DIRECTOR, OPERATIONS	WASHINGTON,DC	50	CAREER (SES PERM)	07/31/16
0340	PARK MANAGER (SUPERINTENDENT)	BOULDER CITY,NEVADA	50	CAREER (SES PERM)	10/04/15
0401	ASSOCIATE DIRECTOR,NATURAL RESOURCE STEWARD & SCIENCE	WASHINGTON,DC	50	CAREER (SES PERM)	12/14/14
0340	REGIONAL DIRECTOR, MIDWEST REGION	OMAHA,NEBRASKA	50	CAREER (SES PERM)	03/08/15
0340	DIRECTOR, DENVER SERVICE CENTER	LAKWOOD,COLORADO	50	CAREER (SES PERM)	03/06/16
0025	PARK MANAGER (SUPERINTENDENT)	MOOSE,WYOMING	50	CAREER (SES PERM)	03/09/14
0340	PARK MANAGER (SUPERINTENDENT)	WASHINGTON,DC	50	CAREER (SES PERM)	09/20/15
0340	REGIONAL DIRECTOR, NATL CAPITOL REGION	WASHINGTON,DC	50	CAREER (SES PERM)	12/14/14
0025	PARK MANAGER (SUPERINTENDENT)	YELLOWSTONE PARK,WYOMING	50	CAREER (SES PERM)	02/27/11
0480	REGIONAL DIRECTOR - ATLANTA	ATLANTA,GEORGIA	50	CAREER (SES PERM)	10/21/12
0480	FISH & WILDLIFE ADMINISTRATOR	BAILEYS CROSSROADS,VIRGI	50	CAREER (SES PERM)	11/03/13
0480	ASSISTANTT DIRECTOR - ENDANGERED SPECIES	WASHINGTON,DC	50	CAREER (SES PERM)	11/03/13
0480	DEPUTY DIRECTOR (PROG. MGMT. & PLCY)	ARLINGTON,VIRGINIA	50	CAREER (SES PERM)	11/04/12
0480	ASSISTANT DIRECTOR-FISHERIES & HABITAT CONSERVATION	WASHINGTON,DC	50	CAREER (SES PERM)	11/03/13
0480	DEPUTY DIRECTOR (OPERATIONS)	WASHINGTON,DC	50	CAREER (SES PERM)	01/11/15
0480	ASSISTANT DIRECTOR-NATIONAL WLDLFE REFUGE MANAGER	WASHINGTON,DC	50	CAREER (SES PERM)	05/11/15
0480	REGIONAL DIRECTOR - TWIN CITIES	MINNEAPOLIS,MINNESOT A	50	CAREER (SES PERM)	09/23/12
0340	ASSISTANT DIRECTOR-WLDLFE & SPORT FISH RESTOR PROGRAM	WASHINGTON,DC	50	CAREER (SES PERM)	09/04/16
0341	ASSISTANT DIRECTOR-BUDGET, PLANNING & HUMAN RESOURCES	BAILEYS CROSSROADS,VIRGI	50	CAREER (SES PERM)	11/03/13

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Dept	Bur Or Ofc	Bur Or Ofc Desc	Sub Bur	Sub Bur Desc	Name Compressed	Pay Plan
IN	15	FISH AND WILDLIFE SERVICE	07	FISH & W/L SVC REGION 7	SIEKANIEC, GREGORY EUGENE	ES
IN	15	FISH AND WILDLIFE SERVICE	09	FISH & W/L SVC REGION 9	SLACK, JAMES J.	ES
IN	15	FISH AND WILDLIFE SERVICE	08	FISH & W/L SVC REGION 8	SOUZA, PAUL	ES
IN	15	FISH AND WILDLIFE SERVICE	01	FISH & W/L SVC REGION 1	THORSON, ROBYN	ES
IN	15	FISH AND WILDLIFE SERVICE	02	FISH & W/L SVC REGION 2	TUGGLE, BENJAMIN N.	ES
IN	15	FISH AND WILDLIFE SERVICE	09	FISH & W/L SVC REGION 9	VELASCO, JANINE M.	ES
IN	15	FISH AND WILDLIFE SERVICE	09	FISH & W/L SVC REGION 9	WAINMAN, BARBARA W.	ES
IN	15	FISH AND WILDLIFE SERVICE	06	FISH & W/L SVC REGION 6	WALSH, NOREEN E.	ES
IN	15	FISH AND WILDLIFE SERVICE	05	FISH & W/L SVC REGION 5	WEBER, WENDI	ES
IN	05	BUREAU OF LAND MANAGEMENT	WO	WASHINGTON OFFICE-BLM	ALLEN, MATTHEW R	ES
IN	05	BUREAU OF LAND MANAGEMENT	WO	WASHINGTON OFFICE-BLM	BAIL, KRISTIN MARA	ES
IN	05	BUREAU OF LAND MANAGEMENT	OC	NOC	CANTOR, HOWARD M	ES
IN	05	BUREAU OF LAND MANAGEMENT	OR	OREGON STATE OFFICE	CONNELL, JAMIE E.	ES
IN	05	BUREAU OF LAND MANAGEMENT	AK	ALASKA STATE OFFICE	CRIBLEY, BUD C	ES
IN	05	BUREAU OF LAND MANAGEMENT	WO	WASHINGTON OFFICE-BLM	HANNA, JEANETTE D.	ES
IN	05	BUREAU OF LAND MANAGEMENT	WO	WASHINGTON OFFICE-BLM	HUDSON, JODY LEE	ES
IN	05	BUREAU OF LAND MANAGEMENT	WO	WASHINGTON OFFICE-BLM	LAURO, SALVATORE R.	ES
IN	05	BUREAU OF LAND MANAGEMENT	NM	NEW MEXICO STATE OFFICE	LUEDERS, AMY L.	ES
IN	05	BUREAU OF LAND MANAGEMENT	WO	WASHINGTON OFFICE-BLM	MCALEAR, CHRISTOPHER J	ES
IN	05	BUREAU OF LAND MANAGEMENT	ES	EASTERN STATES OFFICE	MOURITSEN, KAREN E.	ES
IN	05	BUREAU OF LAND MANAGEMENT	ID	IDAHO STATE OFFICE	MURPHY, TIMOTHY M.	ES
IN	05	BUREAU OF LAND MANAGEMENT	WO	WASHINGTON OFFICE-BLM	NEDD, MICHAEL D.	ES

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Occ Ser	Position Title Opm	Location	Type Of Appt	Type Of Appointment Desc	Date Entered Current Position
0480	REGIONAL DIRECTOR - ANCHORAGE	ANCHORAGE,ALASKA	50	CAREER (SES PERM)	08/01/16
0340	DIRECTOR, NATIONAL CONSERVATION TRAINING CENTER	SHEPHERDSTOWN,WEST VIRGI	50	CAREER (SES PERM)	11/17/13
0480	REGIONAL DIRECTOR, SACRAMENTO, CA	SACRAMENTO,CALIFORNIA	50	CAREER (SES PERM)	08/07/16
0480	REGIONAL DIRECTOR-PORTLAND	PORTLAND,OREGON	50	CAREER (SES PERM)	03/23/14
0480	REGIONAL DIRECTOR, ALBUQUERQUE	ALBUQUERQUE,NEW MEXICO	50	CAREER (SES PERM)	03/09/15
0341	ASSISTANT DIRECTOR - BUSINESS MANAGEMENT & OEPRATIONS	WASHINGTON,DC	50	CAREER (SES PERM)	07/09/17
0340	ASSISTANT DIRECTOR - EXTERNAL AFFAIRS	WASHINGTON,DC	50	CAREER (SES PERM)	07/09/17
0480	REGIONAL DIRECTOR - DENVER	LAKWOOD,COLORADO	50	CAREER (SES PERM)	11/29/12
0480	FISH & WILDLIFE ADMINISTRATOR	HADLEY,MASSACHUSETTS	50	CAREER (SES PERM)	09/23/12
0340	ASSISTANT DIRECTOR, COMMUNICATION & PUBLIC RELATIONS	WASHINGTON,DC	50	CAREER (SES PERM)	10/16/16
0340	ASSISTANT DIRECTOR, RESOURCES & PLANNING	WASHINGTON,DC	50	CAREER (SES PERM)	08/07/16
0340	DIRECTOR, NATIONAL OPERATIONS CENTER	LAKWOOD,COLORADO	50	CAREER (SES PERM)	01/08/17
0340	STATE DIRECTOR	PORTLAND,OREGON	50	CAREER (SES PERM)	02/10/17
0340	STATE DIRECTOR	ANCHORAGE,ALASKA	50	CAREER (SES PERM)	11/07/10
0301	SENIOR ADVISOR FOR TRIBAL ENERGY DEVEVELOPMENT	WASHINGTON,DC	50	CAREER (SES PERM)	07/09/17
0340	ASSISTANT DIRECTOR, HUMAN CAPITAL MANAGEMENT	WASHINGTON,DC	50	CAREER (SES PERM)	01/15/17
1811	SENIOR ADVISOR TO THE DIRECTOR, LAW ENFORCEMENT	WASHINGTON,DC	50	CAREER (SES PERM)	07/09/17
0340	STATE DIRECTOR	SANTA FE,NEW MEXICO	50	CAREER (SES PERM)	11/29/15
0340	ASSISTANT DIRECTOR, NATIONAL LANDSCAPE CONSERVATION SYSTEM AND COMMUNITY PARTNERSHIPS	WASHINGTON,DC	50	CAREER (SES PERM)	02/10/17
0340	STATE DIRECTOR	WASHINGTON,DC	50	CAREER (SES PERM)	05/29/16
0340	STATE DIRECTOR	BOISE,IDAHO	50	CAREER (SES PERM)	09/07/14
0340	ASSISTANT DIRECTOR, MINERALS, REALTY AND RESOURCE PROTECTION	WASHINGTON,DC	50	CAREER (SES PERM)	09/14/08

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Dept	Bur Or Ofc	Bur Or Ofc Desc	Sub Bur	Sub Bur Desc	Name Compressed	Pay Plan
IN	05	BUREAU OF LAND MANAGEMENT	CA	CALIFORNIA STATE OFFICE	PEREZ, JEROME E	ES
IN	05	BUREAU OF LAND MANAGEMENT	UT	UTAH STATE OFFICE	ROBERSON, EDWIN L	ES
IN	05	BUREAU OF LAND MANAGEMENT	WY	WYOMING STATE OFFICE	RUGWELL, MARY J.	ES
IN	05	BUREAU OF LAND MANAGEMENT	NV	NEVADA STATE OFFICE	RUHS, JOHN F	ES
IN	05	BUREAU OF LAND MANAGEMENT	AZ	ARIZONA STATE OFFICE	SUAZO, RAYMOND	ES
IN	05	BUREAU OF LAND MANAGEMENT	WO	WASHINGTON OFFICE-BLM	WOODY, WILLIAM C.	ES
IN	22	OFC OF SURFACE MINING, RECLAMATION & ENF	27	OFFICE OF SURFACE MININ	BERRY, DAVID A	ES
IN	22	OFC OF SURFACE MINING, RECLAMATION & ENF	27	OFFICE OF SURFACE MININ	CLAYBORNE, ALFRED L	ES
IN	22	OFC OF SURFACE MINING, RECLAMATION & ENF	27	OFFICE OF SURFACE MININ	OWENS, GLENDA HUDSON	ES
IN	22	OFC OF SURFACE MINING, RECLAMATION & ENF	27	OFFICE OF SURFACE MININ	RIDEOUT, STERLING J. JR	ES
IN	22	OFC OF SURFACE MINING, RECLAMATION & ENF	27	OFFICE OF SURFACE MININ	SHOPE, THOMAS D.	ES
IN	22	OFC OF SURFACE MINING, RECLAMATION & ENF	27	OFFICE OF SURFACE MININ	WORONKA, THEODORE	ES
IN	26	BUREAU OF SAFETY AND ENVIRONMENTAL ENFOR	EN	BSEE GOM REG DIR	HERBST, LARS T.	ES
IN	26	BUREAU OF SAFETY AND ENVIRONMENTAL ENFOR	EC	ASSOC DIR FOR ADMIN	MABRY, SCOTT L.	ES
IN	26	BUREAU OF SAFETY AND ENVIRONMENTAL ENFOR	EE	OFFSHORE REG PROG	MORRIS, DOUGLAS W.	ES
IN	26	BUREAU OF SAFETY AND ENVIRONMENTAL ENFOR	EA	BSEE DIRECTOR	SCHNEIDER, MARGARET N.	ES
IN	27	BUREAU OF OCEAN ENERGY MANAGEMENT	MA	BOEM DIRECTOR	ANDERSON, JAMES G.	ES
IN	27	BUREAU OF OCEAN ENERGY MANAGEMENT	MG	OFC OF ENVIRON PROG	BROWN, WILLIAM Y	ES
IN	27	BUREAU OF OCEAN ENERGY MANAGEMENT	ML	BOEM GOM REG DIR	CELATA, MICHAEL A.	ES
IN	27	BUREAU OF OCEAN ENERGY MANAGEMENT	MA	BOEM DIRECTOR	CRUICKSHANK, WALTER D.	ES
IN	27	BUREAU OF OCEAN ENERGY MANAGEMENT	MJ	BOEM AOCs REG DIR	KENDALL, JAMES J. JR.	ES
IN	27	BUREAU OF OCEAN ENERGY MANAGEMENT	MC	OFC OF STRATEGIC RES	ORR, L. RENEE	ES

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Occ Ser	Position Title Opm	Location	Type Of Appt	Type Of Appointment Desc	Date Entered Current Position
0340	STATE DIRECTOR	SACRAMENTO,CALIFORNIA	50	CAREER (SES PERM)	01/10/16
0340	STATE DIRECTOR	SALT LAKE CITY,UTAH	50	CAREER (SES PERM)	10/02/16
0340	STATE DIRECTOR	CHEYENNE,WYOMING	50	CAREER (SES PERM)	04/17/16
0340	STATE DIRECTOR	RENO,NEVADA	50	CAREER (SES PERM)	11/29/15
0340	STATE DIRECTOR	PHOENIX,ARIZONA	50	CAREER (SES PERM)	01/01/12
1811	DIRECTOR, LAW ENFORCEMENT AND SECURITY	WASHINGTON,DC	50	CAREER (SES PERM)	07/09/17
0340	REGIONAL DIRECTOR-WESTERN REGION	DENVER,COLORADO	50	CAREER (SES PERM)	03/08/15
0340	REGIONAL DIRECTOR-MID-CONTINENT REGION	ALTON,ILLINOIS	50	CAREER (SES PERM)	02/19/17
0340	DEPUTY DIRECTOR - OSM	WASHINGTON,DC	50	CAREER (SES PERM)	01/14/01
0340	ASST DIRECTOR-PROGRAM SUPPORT	WASHINGTON,DC	50	CAREER (SES PERM)	10/03/04
0340	REGIONAL DIRECTOR-APPALACHIAN REGION	GREEN TREE,PENNSYLVANIA	50	CAREER (SES PERM)	10/14/07
0340	ASSISTANT DIRECTOR FOR FINANCE AND ADMINISTRATION	WASHINGTON,DC	50	CAREER (SES PERM)	04/04/04
0340	GULF OF MEXICO REGIONAL DIRECTOR	JEFFERSON,LOUISIANA	50	CAREER (SES PERM)	10/09/11
0340	ASSOC DIR FOR ADMINISTRATION	WASHINGTON,DC	50	CAREER (SES PERM)	11/04/12
0340	REGULATORY PROGRAMS CHIEF	WASHINGTON,DC	50	CAREER (SES PERM)	11/06/11
0340	DEPUTY DIRECTOR	WASHINGTON,DC	50	CAREER (SES PERM)	01/01/12
0340	PROGRAM MANAGER, OFFICE OF BUDGET AND	WASHINGTON,DC	50	CAREER (SES PERM)	02/10/17
0340	CHIEF ENVIRONMENTAL OFFICER	WASHINGTON,DC	50	CAREER (SES PERM)	11/17/13
0340	GULF OF MEXICO REGIONAL DIRECTOR	JEFFERSON,LOUISIANA	50	CAREER (SES PERM)	11/15/15
0340	DEPUTY DIRECTOR	WASHINGTON,DC	50	CAREER (SES PERM)	10/09/11
0340	ALASKA REGIONAL DIRECTOR	ANCHORAGE,ALASKA	50	CAREER (SES PERM)	10/09/11
0340	STRATEGIC RESOURCES CHIEF	WASHINGTON,DC	50	CAREER (SES PERM)	10/09/11

**Current SES Roster
As of August 24, 2017**

SES Probationary Period Ends
02/19/18
02/10/18

**Current SES Roster
As of August 24, 2017**

Dept	Bur Or Ofc	Bur Or Ofc Desc	Sub Bur	Sub Bur Desc	Name Compressed	Pay Plan
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	10	OFC OF SECY,SECY IMMED	LILLIE, JULIETTE ANNE FAL	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	10	OFC OF SECY,SECY IMMED	SALOTTI, CHRISTOPHER P.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	15	ASST SECY-INSULAR AREAS	PULA, NIKOLAO IULI	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	20	ASST SECY-LAND & MIN	CARDINALE, RICHARD T.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	40	OS,ASST SECY FISH,WILDL	BLANCHARD, MARY JOSIE	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	40	OS,ASST SECY FISH,WILDL	ESTENOZ, SHANNON A.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	ANDREW, JONATHAN M.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	ARAGON, JOSE RAMON	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	ARROYO, BRYAN	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	BAGLEY, TAMMY L.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	BATHRICK, MARK L.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	BECK, RICHARD T.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	BRANUM, LISA A.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	BUCKNER, SHAWN M	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	BURDEN, JOHN W.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	BURNS, SYLVIA W.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	CRUZAN, DARREN A.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	DAVIS, MARK H	ES

**Current SES Roster
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Occ Ser	Position Title Opm	Location	Type Of Appt	Type Of Appointment Desc	Date Entered Current Position
0301	DIRECTOR, OFFICE OF THE EXECUTIVE SECRETARIAT AND REGULATORY AFFAIRS	WASHINGTON,DC	50	CAREER (SES PERM)	08/07/16
0905	LEGISLATIVE COUNSEL	WASHINGTON,DC	50	CAREER (SES PERM)	01/18/09
0301	DIRECTOR, OFFICE OF INSULAR AFFAIRS	WASHINGTON,DC	50	CAREER (SES PERM)	03/28/10
0301	SENIOR POLICY PROGRAM MANAGER	WASHINGTON,DC	50	CAREER (SES PERM)	10/18/15
0340	DIRECTOR, GULF OD MEXICO RESTORATION	WASHINGTON,DC	50	CAREER (SES PERM)	07/09/17
0340	DIRECTOR, EVERGLADES RESTORATION INITIATIVES/EXECUTIVE DIRECTOR, SOUTH FLORIDA ECOSYSTEM RESTORATION TASK FORCE	MIAMI,FLORIDA	50	CAREER (SES PERM)	08/24/14
0301	INTERAGENCY BORDERLAND COORDINATOR	SARASOTA,FLORIDA	50	CAREER (SES PERM)	07/17/11
0301	SENIOR ADVISOR	ALBUQUERQUE,NEW MEXICO	50	CAREER (SES PERM)	07/09/17
0340	DEPUTY DIRECTOR, OFFICE OF ENVIRONMENTAL POLICY AND COMPLIANCE	WASHINGTON,DC	50	CAREER (SES PERM)	07/09/17
0340	ASSOCIATE DIRECTOR, FACILITY AND PROPERTY MANAGEMENT	WASHINGTON,DC	50	CAREER (SES PERM)	01/22/17
0340	DIRECTOR, OFFICE OF AVIATION SERVICES	BOISE,IDAHO	50	CAREER (SES PERM)	02/24/13
0340	DIRECTOR, OFFICE OF PLANNING & PERFORMANCE MANAGEMENT	WASHINGTON,DC	50	CAREER (SES PERM)	01/17/10
0089	DIRECTOR, OFFICE OF EMERGENCY MANAGEMENT	WASHINGTON,DC	50	CAREER (SES PERM)	08/09/15
0340	DEPUTY DIRECTOR-OFFICE OF POLICY ANALYSIS	WASHINGTON,DC	50	CAREER (SES PERM)	09/04/16
0340	CHIEF DIVERSITY OFFICER/DIRECTOR, OFFICE OF CIVIL RIGHTS	WASHINGTON,DC	50	CAREER (SES PERM)	06/15/14
2210	CHIEF INFORMATION OFFICER	WASHINGTON,DC	50	CAREER (SES PERM)	08/24/14
1811	DIRECTOR, OFFICE OF LAW ENFORCEMENT	WASHINGTON,DC	50	CAREER (SES PERM)	07/09/17
0340	DIRECTOR, BUSINESS SERVICES	WASHINGTON,DC	50	CAREER (SES PERM)	10/02/16

**Current SES Roster
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SES Probationary Period Ends
01/22/18
09/04/17

**Current SES Roster
As of August 24, 2017**

Dept	Bur Or Ofc	Bur Or Ofc Desc	Sub Bur	Sub Bur Desc	Name Compressed	Pay Plan
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	DOWNNS, BRUCE M	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	FERRITER, OLIVIA B.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	FLANAGAN, DENISE A.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	FREIHAGE, JASON E.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	GLENN, DOUGLAS A	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	GLOMB, STEPHEN J.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	GOKLANY, INDUR M.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	GONZALEZ, MARIA E	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	HUMBERT, HARRY L	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	HUNTER, TERESA R	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	LIMON, RAYMOND A	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	MOSS, ADRIANNE L.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	NASSAR, JOSEPH W	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	NOBLE, MICHAELA E	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	OLSEN, MEGAN C.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	PIERRE-LOUIS, ALESIA J.	ES

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Occ Ser	Position Title Opm	Location	Type Of Appt	Type Of Appointment Desc	Date Entered Current Position
2210	DEPUTY CHIEF INFORMATION OFFICER	WASHINGTON,DC	50	CAREER (SES PERM)	03/06/16
0501	DEPUTY ASSISTANT SECRETARY - BUDGET, FINANCE, PERFORMANCE AND ACQUISITION	WASHINGTON,DC	50	CAREER (SES PERM)	11/30/14
0560	DIRECTOR, OFFICE OF BUDGET	WASHINGTON,DC	50	CAREER (SES PERM)	01/31/10
0560	CHIEF, DIVISION OF BUDGET & PROGRAM REVIEW	WASHINGTON,DC	50	CAREER (SES PERM)	10/05/14
0505	DIRECTOR, OFFICE OF FINANCIAL MANAGEMENT & DEPUTY CHIEF FINANCIAL OFFICER	WASHINGTON,DC	50	CAREER (SES PERM)	05/08/11
0340	DIRECTOR, OFFICE OF RESTORATION AND DAMAGE ASSESSMENT	WASHINGTON,DC	50	CAREER (SES PERM)	06/19/11
0301	SENIOR ADVISOR	WASHINGTON,DC	50	CAREER (SES PERM)	07/29/12
0340	DEPUTY ASSISTANT SECRETARY-TECHNOLOGY, INFORMATION AND BUSINESS SERVICES	WASHINGTON,DC	50	CAREER (SES PERM)	02/28/16
0340	DEPUTY ASSISTANT SECRETARY-PUBLIC SAFETY, RESOURCE PROTECTION AND EMERGENCY SERVICES	WASHINGTON,DC	50	CAREER (SES PERM)	01/10/16
0505	DEPUTY DIRECTOR, OFFICE OF FINANCIAL MANAGEMENT	WASHINGTON,DC	50	CAREER (SES PERM)	11/03/13
0201	DEPUTY CHIEF HUMAN CAPITAL OFFICER/DIRECTOR, OFFICE OF HUMAN RESOURCES	WASHINGTON,DC	50	CAREER (SES PERM)	08/09/15
0560	DEPUTY DIRECTOR, OFFICE OF BUDGET	WASHINGTON,DC	50	CAREER (SES PERM)	02/01/09
0340	DIRECTOR, OFFICE OF FACILITIES MANAGEMENT	WASHINGTON,DC	50	CAREER (SES PERM)	11/29/15
0340	DIRECTOR, OFFICE OF ENVIRONMENTAL POLICY AND COMPLIANCE	WASHINGTON,DC	50	CAREER (SES PERM)	07/24/16
1102	DIRECTOR, OFFICE OF ACQUISITION AND PROPERTY MANAGEMENT	WASHINGTON,DC	50	CAREER (SES PERM)	07/09/17
0340	CHIEF LEARNING OFFICER/DIRECTOR, OFFICE OF STRATEGIC EMPLOYEE AND ORGANIZATIONAL DEVELOPMENT	WASHINGTON,DC	50	CAREER (SES PERM)	05/31/15

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Dept	Bur Or Ofc	Bur Or Ofc Desc	Sub Bur	Sub Bur Desc	Name Compressed	Pay Plan
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	PLETCHER, MARY F.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	QUINLAN, MARTIN J.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	RICE, BRYAN C	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	ROSS, JOHN W	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	SIMMONS, SHAYLA F.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	WAYSON, THOMAS C.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	70	OFC OF SPEC TRUSTEE	BURCH, MELVIN E.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	70	OFC OF SPEC TRUSTEE	CRAFF, ROBERT C.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	70	OFC OF SPEC TRUSTEE	DUMONTIER, DEBRA L.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	70	OFC OF SPEC TRUSTEE	GIDNER, JEROLD L.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	70	OFC OF SPEC TRUSTEE	LAKE, TIMOTHY CHARLES	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	70	OFC OF SPEC TRUSTEE	REYNOLDS, THOMAS G.	ES
IN	06	OFFICE OF THE SECRETARY OF THE INTERIOR	KK	OFC OF SPEC TRUSTEE	RIGGS, HELEN	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	70	OFC OF SPEC TRUSTEE	WHITE, JOHN ETHAN	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	70	OFC OF SPEC TRUSTEE	WILLIAMS, MARGARET C.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	98	OFF NATRL RES REVENUE	CLEMENT, JOEL P.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	98	OFF NATRL RES REVENUE	DAVIS, KIMBRA G	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	98	OFF NATRL RES REVENUE	GOULD, GREGORY J.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	98	OFF NATRL RES REVENUE	MEHLHOFF, JOHN J.	ES

**Current SES Roster
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Occ Ser	Position Title Opm	Location	Type Of Appt	Type Of Appointment Desc	Date Entered Current Position
0340	DEPUTY ASSISTANT SECRETARY - HUMAN CAPITAL AND DIVERSITY	WASHINGTON,DC	50	CAREER (SES PERM)	12/15/13
0340	DIRECTOR, BUSINESS INTEGRATION	LAKWOOD,COLORADO	50	CAREER (SES PERM)	05/01/16
0340	DIRECTOR,OFFICE OF WILDLAND FIRE	WASHINGTON,DC	50	CAREER (SES PERM)	05/01/16
0340	DIRECTOR, OFFICE OF VALUATION SERVICES	WASHINGTON,DC	50	CAREER (SES PERM)	02/27/11
0905	DIRECTOR, OFFICE OF HEARINGS AND APPEALS	ARLINGTON,VIRGINIA	50	CAREER (SES PERM)	08/09/15
0560	CHIEF, BUDGET ADMINISTRATION AND DEPARTMENTAL MANAGEMENT	WASHINGTON,DC	50	CAREER (SES PERM)	07/26/15
0340	REGIONAL FIDUCIARY TRUST ADMINISTRATOR	ALBUQUERQUE,NEW MEXICO	50	CAREER (SES PERM)	03/07/04
0340	REGIONAL FIDUCIARY TRUST ADMINISTRATOR	ALBUQUERQUE,NEW MEXICO	50	CAREER (SES PERM)	11/03/13
0340	DEPUTY SPECIAL TRUSTEE FOR BUSINESS MANAGEMENT	ARLEE,MONTANA	50	CAREER (SES PERM)	01/08/17
0340	PRINCIPAL DEPUTY SPECIAL TRUSTEE	WASHINGTON,DC	50	CAREER (SES PERM)	07/09/17
0340	REGIONAL FIDUCIARY TRUST ADMINISTRATOR	ABERDEEN,SOUTH DAKOTA	50	CAREER (SES PERM)	08/07/16
0340	REGIONAL FIDUCIARY TRUST ADMINISTRATOR	ALBUQUERQUE,NEW MEXICO	50	CAREER (SES PERM)	05/24/04
0340	DEPUTY SPECIAL TRUSTEE-TRUST SERVICES	ALBUQUERQUE,NEW MEXICO	50	CAREER (SES PERM)	08/20/17
0340	DEPUTY SPECIAL TRUSTEE FOR PROGRAM MANAGEMENT	ALBUQUERQUE,NEW MEXICO	50	CAREER (SES PERM)	12/02/12
0340	REGIONAL FIDUCIARY TRUST ADMINISTRATOR	ALBUQUERQUE,NEW MEXICO	50	CAREER (SES PERM)	11/03/13
0301	SENIOR PROGRAM ADVISOR	WASHINGTON,DC	50	CAREER (SES PERM)	07/09/17
0340	PROGRAM DIRECTOR FOR FINANCIAL AND PRODUCTION MANAGEMENT	LAKWOOD,COLORADO	50	CAREER (SES PERM)	04/17/16
0340	DIRECTOR, OFFICE OF NATURAL RESOURCES REVENUE	LAKWOOD,COLORADO	50	CAREER (SES PERM)	10/10/10
0340	PROGRAM DIRECTOR, COORDINATION, ENFORCEMENT, VALUATION AND APPEALS	LAKWOOD,COLORADO	50	CAREER (SES PERM)	02/09/14

**Current SES Roster
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Dept	Bur Or Ofc	Bur Or Ofc Desc	Sub Bur	Sub Bur Desc	Name Compressed	Pay Plan
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	98	OFF NATRL RES REVENUE	STEWART, JAMES D.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	98	OFF NATRL RES REVENUE	TYLER, PAUL GRAHAM	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	99	OFFC OF THE SEC, IBC	BEALL, JAMES W	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	99	OFFC OF THE SEC, IBC	EDSALL, DONNA LYNN	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	99	OFFC OF THE SEC, IBC	HOLMES, TROY EDWARD	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	99	OFFC OF THE SEC, IBC	ONEILL, KEITH JAMES	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	99	OFFC OF THE SEC, IBC	SINGER, MICHELE F.	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	99	OFFC OF THE SEC, IBC	WILLIAMS, LC	ES
IN	21	OFFICE OF THE SOLICITOR	06	DIV LAND RESOURCES	BROWN, LAURA B.	ES
IN	21	OFFICE OF THE SOLICITOR	18	SOUTHEAST REGION	CLARK, HORACE G.	ES
IN	21	OFFICE OF THE SOLICITOR	17	ALASKA REGION	DARNELL, JOSEPH D.	ES
IN	21	OFFICE OF THE SOLICITOR	01	IMMED OFC OF SOLICITOR	HAUGRUD, KEVIN JACK	ES
IN	21	OFFICE OF THE SOLICITOR	07	DIV MINERAL RESOURCES	HAWBECKER, KAREN S.	ES
IN	21	OFFICE OF THE SOLICITOR	15	PACIFIC SOUTHWEST REG	JOSEPHSON, CLEMENTINE	ES
IN	21	OFFICE OF THE SOLICITOR	01	IMMED OFC OF SOLICITOR	KEABLE, EDWARD T.	ES
IN	21	OFFICE OF THE SOLICITOR	01	IMMED OFC OF SOLICITOR	LOFTIN, MELINDA J.	ES
IN	21	OFFICE OF THE SOLICITOR	12	ROCKY MOUNTAIN REGION	MCKEOWN, MATTHEW J.	ES
IN	21	OFFICE OF THE SOLICITOR	14	PACIFIC NORTHWEST REG	PETERSON, PENNY LYNN	ES
IN	21	OFFICE OF THE SOLICITOR	04	DIV PARKS & WILDLIFE	ROMANIK, PEG A.	ES
IN	21	OFFICE OF THE SOLICITOR	05	DIV OF WATER RESOURCES	SAXE, KEITH E	ES
IN	21	OFFICE OF THE SOLICITOR	02	DIV OF INDIAN AFFAIRS	SHEPARD, ERIC N.	ES

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Occ Ser	Position Title Opm	Location	Type Of Appt	Type Of Appointment Desc	Date Entered Current Position
0340	DEPUTY DIRECTOR, OFFICE OF NATURAL RESOURCES REVENUE	LAKWOOD,COLORADO	50	CAREER (SES PERM)	09/06/15
0340	PROGRAM DIRECTOR FOR AUDIT & COMPLIANCE MANAGEMENT	LAKWOOD,COLORADO	50	CAREER (SES PERM)	12/13/15
0340	ASSOCIATE DIRECTOR, ENTERPRISE MANAGEMENT	WASHINGTON,DC	50	CAREER (SES PERM)	10/16/16
0505	ASSOCIATE DIRECTOR, FINANCIAL MANAGEMENT DIRECTORATE	LAKWOOD,COLORADO	50	CAREER (SES PERM)	10/19/14
0340	PROGRAM MANAGER FOR DEPARTMENT OF HOMELAND SECURITY FINANCIAL SYSTEMS MODERNIZATION	WASHINGTON,DC	50	CAREER (SES PERM)	09/04/16
1102	ASSOCIATE DIRECTOR FOR ACQUISITION SERVICES	HERNDON,VIRGINIA	50	CAREER (SES PERM)	08/12/12
0340	DIRECTOR, INTERIOR BUSINESS CENTER	KINGS,NEW YORK	50	CAREER (SES PERM)	11/27/16
0340	ASSOCIATE DIRECTOR, HUMAN RESOURCES DIRECTORATE	LAKWOOD,COLORADO	50	CAREER (SES PERM)	01/31/10
0905	ASSOCIATE SOLICITOR-LAND RESOURCES	WASHINGTON,DC	50	CAREER (SES PERM)	01/04/09
0905	REGIONAL SOLICITOR	ATLANTA,GEORGIA	50	CAREER (SES PERM)	03/28/02
0905	REGIONAL SOLICITOR	ANCHORAGE,ALASKA	50	CAREER (SES PERM)	02/10/13
0905	DEPUTY SOLICITOR	WASHINGTON,DC	50	CAREER (SES PERM)	11/07/10
0905	ASSOCIATE SOLICITOR-MINERAL RESOURCES	WASHINGTON,DC	50	CAREER (SES PERM)	01/16/11
0905	REGIONAL SOLICITOR	SACRAMENTO,CALIFORNIA	50	CAREER (SES PERM)	12/28/14
0905	DEPUTY SOLICITOR	WASHINGTON,DC	50	CAREER (SES PERM)	03/25/12
0905	DESIGNATED AGENCY ETHICS OFFICIAL	WASHINGTON,DC	50	CAREER (SES PERM)	10/01/06
0905	REGIONAL SOLICITOR	LAKWOOD,COLORADO	50	CAREER (SES PERM)	01/12/09
0905	REGIONAL SOLICITOR	PORTLAND,OREGON	50	CAREER (SES PERM)	07/06/97
0905	ASSOCIATE SOLICITOR-PARKS & WILDLIFE	WASHINGTON,DC	50	CAREER (SES PERM)	07/02/17
0905	ASSOCIATE SOLICITOR - WATER RESOURCES	WASHINGTON,DC	50	CAREER (SES PERM)	03/06/16
0905	ASSOCIATE SOLICITOR - INDIAN AFFAIRS	WASHINGTON,DC	50	CAREER (SES PERM)	08/30/15

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Dept	Bur Or Ofc	Bur Or Ofc Desc	Sub Bur	Sub Bur Desc	Name Compressed	Pay Plan
IN	21	OFFICE OF THE SOLICITOR	08	DIV OF ADMINISTRATION	SMITH, MARC ALAN	ES
IN	21	OFFICE OF THE SOLICITOR	11	INTERMOUNTAIN REGION	STEIGER, JOHN W.	ES
IN	21	OFFICE OF THE SOLICITOR	03	DIVISION OF GENERAL LAW	TUCKER, KAPRICE LYNCH	ES
IN	21	OFFICE OF THE SOLICITOR	19	SOUTHWEST REGION	WENGER, LANCE C.	ES
IN	24	OFFICE OF THE INSPECTOR GENERAL	OM	ASST. IG FOR MANAGEMENT	ANDERSON, RODERICK M.	ES
IN	24	OFFICE OF THE INSPECTOR GENERAL	IG	OIG IMMEDIATE OFFICE	DELAPLAINE, L. BRUCE	ES
IN	24	OFFICE OF THE INSPECTOR GENERAL	IN	ASST IG, INVES	ELLIOTT, MATTHEW T	ES
IN	24	OFFICE OF THE INSPECTOR GENERAL	IG	OIG IMMEDIATE OFFICE	HARDGROVE, STEPHEN A.	ES
IN	24	OFFICE OF THE INSPECTOR GENERAL	IG	OIG IMMEDIATE OFFICE	KENDALL, MARY L.	ES
IN	24	OFFICE OF THE INSPECTOR GENERAL	IE	ASST IG FOR AUDITS, I&E	MCGOVERN, KIMBERLY ELMORE	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	10	OFC OF SECY,SECY IMMED	CASON, JAMES E	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	10	OFC OF SECY,SECY IMMED	DEVITO, VINCENT NMN	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	10	OFC OF SECY,SECY IMMED	HOMMEL, SCOTT C	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	10	OFC OF SECY,SECY IMMED	MAGALLANES, DOWNEY P	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	10	OFC OF SECY,SECY IMMED	MIHALIC, DAVID A	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	10	OFC OF SECY,SECY IMMED	RIGAS, LAURA C K	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	10	OFC OF SECY,SECY IMMED	WILLENS, TODD D	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	30	ASST SECY-WATER & SCI	TRAVNICEK, ANDREA J	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	40	OS,ASST SECY FISH,WILDL	SKIPWITH, AURELIA NMN	ES
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	50	OS,ASST SEC INDIAN AFFR	CLARKSON, GAVIN S	ES

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Occ Ser	Position Title Opm	Location	Type Of Appt	Type Of Appointment Desc	Date Entered Current Position
0905	ASSOCIATE SOLICITOR FOR ADMINISTRATION	WASHINGTON,DC	50	CAREER (SES PERM)	01/24/16
0905	REGIONAL SOLICITOR-INTERMOUNTAIN	SALT LAKE CITY,UTAH	50	CAREER (SES PERM)	02/21/16
0905	ASSOCIATE SOLICITOR FOR GENERAL LAW	WASHINGTON,DC	50	CAREER (SES PERM)	01/15/17
0905	REGIONAL SOLICITOR-SOUTHWEST	ALBUQUERQUE,NEW MEXICO	50	CAREER (SES PERM)	02/24/16
0301	ASSISTANT INSPECTOR GENERAL	HERNDON,VIRGINIA	50	CAREER (SES PERM)	11/21/10
0905	GENERAL COUNSEL	WASHINGTON,DC	50	CAREER (SES PERM)	10/01/12
1811	ASSISTANT INSPECTOR GENERAL FOR INVESTIGATIONS	WASHINGTON,DC	50	CAREER (SES PERM)	11/15/15
0301	CHIEF OF STAFF	WASHINGTON,DC	50	CAREER (SES PERM)	05/10/09
0905	DEPUTY INSPECTOR GENERAL	WASHINGTON,DC	50	CAREER (SES PERM)	10/01/11
0511	ASSISTANT INSPECTOR GENERAL FOR AUDITS INSPEC. & EVAL.	WASHINGTON,DC	50	CAREER (SES PERM)	12/07/08
0301	ASSOCIATE DEPUTY SECRETARY	WASHINGTON,DC	55	NONCAREER (SES PERM)	05/14/17
0301	COUNSELOR FOR ENERGY POLICY	WASHINGTON,DC	55	NONCAREER (SES PERM)	04/26/17
0301	CHIEF OF STAFF	WASHINGTON,DC	55	NONCAREER (SES PERM)	03/19/17
0301	SENIOR ADVISOR AND COUNSELOR	WASHINGTON,DC	55	NONCAREER (SES PERM)	05/28/17
0301	SENIOR ADVISOR TO THE SECRETARY	WASHINGTON,DC	55	NONCAREER (SES PERM)	04/24/17
0301	DIRECTPR, OFFICE OF COMMUNICATIONS	WASHINGTON,DC	55	NONCAREER (SES PERM)	04/16/17
0301	ASSISTANT DEPUTY SECRETARY	WASHINGTON,DC	55	NONCAREER (SES PERM)	07/05/17
0301	DEPUTY ASSISTANT SECRETARY - WATER AND SCIENCE	WASHINGTON,DC	55	NONCAREER (SES PERM)	07/09/17
0301	DEPUTY ASSISTANT SECRETARY - FISH AND WILDLIFE AND PARKS	WASHINGTON,DC	55	NONCAREER (SES PERM)	04/19/17
0301	DEPUTY ASSISTANT SECRETARY - INDIAN AFFAIRS	WASHINGTON,DC	55	NONCAREER (SES PERM)	06/11/17

**Current SES Roster
As of August 24, 2017**

Dept	Bur Or Ofc	Bur Or Ofc Desc	Sub Bur	Sub Bur Desc	Name Compressed	Pay Plan
IN	01	OFFICE OF THE SECRETARY OF THE INTERIOR	60	ASST SECY,POL MGT & BUD	CAMERON, SCOTT J	ES
IN	07	BUREAU OF RECLAMATION	09	WASHINGTON DC	MIKKELSEN, ALAN WAYNE	ES
IN	15	FISH AND WILDLIFE SERVICE	09	FISH & W/L SVC REGION 9	SHEEHAN, GREGORY JOHN	ES
IN	21	OFFICE OF THE SOLICITOR	01	IMMED OFC OF SOLICITOR	GOEKEN, RICHARD WILLIAM	ES
IN	21	OFFICE OF THE SOLICITOR	01	IMMED OFC OF SOLICITOR	JORJANI, DANIEL H	ES
IN	26	BUREAU OF SAFETY AND ENVIRONMENTAL ENFOR	EA	BSEE DIRECTOR	ANGELLE, SCOTT A	ES
IN	08	GEOLOGICAL SURVEY	AA	DIRECTORS OFFICE	NOWAKOWSKI, JUDY JENNIFER	ES

**Current SES Roster
As of August 24, 2017**

Occ Ser	Position Title Opm	Location	Type Of Appt	Type Of Appointment Desc	Date Entered Current Position
0301	PRINCIPAL DEPUTY ASSISTANT SECRETARY	WASHINGTON,DC	55	NONCAREER (SES PERM)	05/14/17
0301	DEPUTY COMMISSIONER	WASHINGTON,DC	55	NONCAREER (SES PERM)	04/16/17
0301	PRINCIPAL DEPUTY DIRECTOR, US FISH AND WILDLIFE SERVICE	WASHINGTON,DC	55	NONCAREER (SES PERM)	06/18/17
0905	DEPUTY SOLICITOR FOR PARKS & WILDLIFE	WASHINGTON,DC	55	NONCAREER (SES PERM)	07/23/17
0905	PRINCIPAL DEPUTY SOLICITOR	WASHINGTON,DC	55	NONCAREER (SES PERM)	05/14/17
0301	DIRECTOR, BUREAU OF SAFETY & ENVIRONMENTAL ENFORCEMENT	WASHINGTON,DC	55	NONCAREER (SES PERM)	05/24/17
0301	SENIOR ADVISOR TO THE DIRECTOR	RESTON,VIRGINIA	60	LIMITED TERM (SES NONPERM)	01/08/17

**Current SES Roster
As of August 24, 2017**

SES Probationary Period Ends

PENDING REASSIGNMENTS								
Name	Effective Date	From Bureau/Office	From Position	From Duty Location	To Bureau/Office	To Position	To Duty Station	NOTES
Loudermilk, Bruce	09/03/17	BIA	Director, Bureau of Indian Affairs	Washington, DC	OST	Deputy Special Trustee - Field Operations	Albuquerque, NM	
Vietzke, Gay	09/03/17	NPS	Superintendent, National Mall and Memorial Parks	Washington, DC	NPS	Regional Director, Northeast Region	Philadelphia, PA	
Lueders, Amy	09/03/17	BLM	State Director, New Mexico	Santa Fe, NM	FWS	Regional Director, Albuquerque	Albuquerque, NM	
Cribley, Bud	09/03/17	BLM	State Director - Alaska	Anchorage, AK	FWS	Senior Advisor for Energy	Washington, DC	Will be working out of Anchorage for first 30 days.
Tuggle, Benajmin	09/03/17	FWS	Regional Director - Albuquerque	Albuquerque, NM	FWS	Assistant Director - Science Applications	Washington, DC	Will be working out of Albuquerque for 9 months
REASSIGNMENTS ON HOLD								
Burckman, James		ASIA	Director of Human Capital Management	Washington, DC	PMB	Director, Business Services	Washington, DC	
Pierre-Louis, Alesia		PMB	Director, Office of Strategic Employee and Organizational Development/Chief Learning Officer	Washington, DC	ASIA	Director, Human Capital Management	Washington, DC	

**Executive Resources Board
Roles and Responsibilities**

The Secretary of the Interior delegates the ERB general oversight responsibility for the management of the department's executive resources, which includes Senior Executive Service (SES), Senior Level (SL) and Scientific and Professional (ST) position.

Recruitment/Staffing Management

Competitive and non-competitive recruitment and placement of selectees into vacant SES, SL and ST positions.

- Approval of recruitment requests, including panel members.
- Approval of selections, including qualifications and pay setting.
- Ensuring that recruitments and selections meet merit systems principles.
- Reviews and approves other personnel requests, including reassignments, changes in duty station, and details beyond 120 days.

Compensation Management

Agency process for setting and adjusting pay, as well as management of other forms of compensation.

- Ensuring SES/SL/ST pay policies meets the needs of the Department.
- Ensuring SES/SL/ST are compensated equitably based on their level of responsibility and level of performance.
- Reviews and approves requests for relocation, recruitment and retention allowances.
- Reviews and approves requests for out-of-cycle awards (monetary and non-monetary).

Performance Management

Performance management incorporates planning, monitoring, developing, evaluating, and rewarding both individual and organizational performance.

- Ensures SES/SL/ST employees are rated in accordance with Departmental policy and is sufficient to retain OPM performance certification.
- Approve Performance Review Boards.
- Approves ratings, recognition and pay increases for SES/SL/ST employees.
- Ensures there are meaningful distinctions based on relative performance, and that the highest performers receive the highest levels of recognition and pay increases.

SES/SL/ST Allocations

Management of executive resources within the levels set during the biennial allocation process.

- Manages the pool of allocations provided to the Department from OPM.
- Approves requests for additional allocations through OPM's Biennial Allocation process.

Presidential Rank Awards

The Presidential Rank Award (PRA) recognizes and rewards career Senior Executive Service (SES) members and Senior Career Employees (Senior-level (SL) and Scientific and Professional (ST)) who have demonstrated exceptional performance over an extended period of time.

- Annually, reviews bureau/office recommendations and approves nominations to move forward for consideration.

Presidential Management Fellows

The Presidential Management Fellows (PMF) Program is a highly selective, prestigious two-year training and development program designed to attract young people with exceptional management potential into government careers.

- Review and approves PMF certifications.

Senior Executive Service Candidate Development Program

The Senior Executive Service Candidate Development Program (SESCDP) is one succession management tool agencies may use to identify and prepare aspiring senior executive leaders and is designed to further develop SES candidates' competencies in each of the Executive Core Qualifications (ECQs).

- Authorizes recruitment of new classes.
- Reviews and approves selections for the program.
- Reviews and approves Executive Development Plans.
- Reviews and approves Qualifications Review Board packages before submission to OPM.

Executive Resources Policies

- Reviews and approves policies governing Departmental executive resources programs.

Chairperson/Member Role and Responsibilities

The ERB Chairperson facilitates ERB meetings and serves as signature authority on executive resources requests for the Department. They also have the ability to delegate signature authority for routine requests (such as Presidential Management Fellow certifications, Senior Executive Service Candidate Development Program certification, etc.) or when the Chairperson is unavailable for signature.

ERB members review executive resources requests, participate in discussion related to those requests, and provide a vote in support or against requests.

**Assistant Secretary
Role and Responsibilities**

All executive resources requests are to be reviewed by and concurred by the appropriate Assistant Secretary or equivalent official.

During the annual performance closeout process, the Assistant Secretary or equivalent official should be consulted prior to bureaus and offices submitting their ratings and recognition recommendations for review by Performance Review Boards (PRB). After the PRB review, the Assistant Secretary or equivalent official will review the PRB recommendations and provide their own recommendations for ratings and recognition.

Bureau	Upcoming/Known Vacancies	Duty Station	Previous Incumbent	Date Vacated	NOTES
NPS	Associate Director for Interpretation and Education	Washington, DC	Julia Washburn	1/16/2017	
NPS	Superintendent, Golden Gate National Recreation Area	San Francisco, CA	Christine Lehnertz	8/20/2016	Currently advertised; announcement closes 08/30/17.
NPS	Superintendent, Yosemite National Park	Yosemite Park, CA	Don Neubacher	10/20/2016	Currently advertised; announcement closes 08/31/17.
NPS	Superintendent, National Mall and Memorial Parks (pending reassignment effective 09/03/17)	Washington, DC	Gay Vietzke	9/3/2017	
NPS	Associate Director, Cultural Resources	Washington, DC	Stephanie Toothman	6/3/2017	
FWS	Associate Chief Information Officer	Baileys Crossroads, VA	New Position	NA	
FWS	Chief, Office of Law Enforcement	Washington, DC	William Woody	7/9/2017	
FWS	Regional Director, Atlanta (pending retirement effective 09/30/17)	Atlanta, GA	Cynthia Dohner	9/30/2017	Current incumbent expected to retire on 09/30/17.
FWS	Assistant Director - International Affairs	Baileys Crossroads, VA	Bryan Arroyo	7/9/2017	
SOL	Regional Solicitor, Northeast	Washington, DC	Peg Romanik	7/9/2017	
SOL	Regional Solicitor, Alaska (pending retirement effective 12/31/17)	Anchorage, AK	Joseph Darnell	12/31/2017	Current incumbent expected to retire in December 2017.
BLM	Deputy Director for Operations	Washington, DC	Steve Ellis	11/26/2016	
BLM	State Director – Montana/Dakotas	Billings, Montana	Jaime Connell	2/9/2017	
BLM	State Director - Alaska (pending reassignment effective 09/03/17)	Anchorage, AK	Bud Cribley	9/3/2017	
BLM	State Director - New Mexico (pending reassignment effective 09/03/17)	Santa Fe, NM	Amy Lueders	9/3/2017	
BLM	State Director - Colorado	Denver, CO	Ruth Welch	7/9/2017	
BLM	Assistant Director – Fire and Aviation	Boise, Idaho	Ron Dunton	5/13/2017	
BLM	Assistant Director, Business, Fiscal and Information Resources Management	Washington, DC	Janine Velasco	7/9/2017	
PMB	Director, Office of Policy Analysis	Washington, DC	Joel Clement	7/9/2017	
PMB	Deputy Director – Office of Acquisition and Property Management	Washington, DC	James McCaffery	11/30/2016	
PMB	Director, Office of Small and Disadvantaged Business Utilization	Washington, DC	Megan Olsen	7/9/2017	
ASIA	Deputy Assistant Secretary – Management	Washington, DC	Tommy Thompson	12/31/2015	
BIA	Director, Bureau of Indian Affairs (pending reassignment effective 09/03/17)	Washington, DC	Bruce Loudermilk	9/3/2017	
BIA	Deputy Director – Justice Services	Washington, DC	Darren Cruzan	1/7/2017	
BIA	Regional Director – Midwest	Minneapolis, MN	Diane Rosen	9/30/2016	
BIA	Regional Director – Alaska	Anchorage, AK	Bruce Loudermilk	11/1/2016	
BIA	Regional Director - Northwest (pending retirement effective 12/31/17)	Portland, OR	Stanley Speaks	12/31/2017	Current incumbent expected to retire in December 2017.
BIA	Regional Director - Southern Plains	Anadarko, OK	Daniel Deerinwater	8/20/2017	
BIE	Associate Director – BIE Operated Schools	Albuquerque, NM	Tony Dearman	10/29/2016	
BIE	Chief Academic Officer	Washington, DC	New Position	NA	
USGS	Associate Director for Climate and Land Use Change	Reston, VA	Virginia Burkett	7/9/2017	
		Total SES Slots		284	
		Total Non Career Slots		44	
		Non-career onboard		16	
		Non-career approved		3	
		Non-career to be allocated		25	
		Total Career SES Slots		240	
		Career SES onboard		212	
		Total available SES slots		28	
		Expected SES departures		4	Dohner, Andrew, Speaks, Lauro
		Remaining SES slots		32	



Department of the Interior
Request to Recruit for Senior Executive Service or Senior Level Positions

Position Title	
Pay Plan-Series	
Duty Station	
Is this a new position?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Name of Current or Former Incumbent	
Brief Description of Duties:	
Area of Consideration	<input type="checkbox"/> Federal Government Wide <input type="checkbox"/> All Sources
Length of Announcement	<input type="checkbox"/> 14 days <input type="checkbox"/> 30 days <input type="checkbox"/> Other: _____
Announcement Format	<input type="checkbox"/> Resume only <input type="checkbox"/> Narrative ECQs/Tech Quals <input type="checkbox"/> Resume only for ECQs/Narrative for Tech Quals

Primary Rating Panel Members	Bureau	Alternate Rating Panel Members	Bureau
1.		1.	
2.		2.	
3.		3.	
Will an Interview Panel be used? <input type="checkbox"/> Yes <input type="checkbox"/> No			
Primary Interview Panel Members	Bureau	Alternate Interview Panel Members	Bureau
1.		1.	
2.		2.	
3.		3.	

Requesting Official	Signature	Date
Bureau/Deputy Assistant Secretary		
Assistant Secretary		

Executive Resources Board Decision		
<input type="checkbox"/> APPROVED <input type="checkbox"/> DISAPPROVED		
For the Executive Resources Board	Signature	Date

Performance Appraisal and Recognition Overview



SES, SL and ST Performance

- * Executive Resources Board is designated by the Secretary to make final decisions on SES and SL/ST pay-for-performance.
- * Pay increases are based on performance
- * All executives are required to have an annual performance appraisal
- * Executives must be under a plan for 90 days in order to be rated

SES, SL and ST Performance

- * Annual Performance Cycle – October 1st – September 30th each year
- * Plans are to be in place within 30 days –
 - * Beginning of rating cycle
 - * From date of appointment
- * One progress review is required

SES, SL and ST Performance Closeout

Appraisals are to be completed within 30 days of end of rating cycle

- * Employees prepare accomplishments
- * Rating Officials rate elements, prepare justifications, and determine overall rating
- * Rating Officials present ratings to Executives and sign appraisal form
- * Rating Officials determine recommendations for recognition (this is not shared with the executive)

SES, SL and ST Performance Closeout

- * Performance Review Board reviews ratings and recommendations for recognition
- * Assistant Secretary reviews ratings and recommendations for recognition
- * Executive Resources Board makes final decisions
- * Final decisions are distributed to bureau Directors via Assistant Secretaries
- * Recognition actions are processed typically the first pay period in January

Notes Summary:

No speaker notes are contained in this presentation.



SES Performance Management System Department of the Interior Executive Performance Plan



Part 1. Consultation. <i>I have reviewed this plan and have been consulted on its development.</i>						
Executive's Name (Last, First, MI):				Appraisal Pd. -		
Executive's Signature:				Date:		
Title:				Organization:		
Rating Official's Name (Last, First, MI):				CA <input type="checkbox"/> NC <input type="checkbox"/> LT/LE <input type="checkbox"/>		
Rating Official's Signature:				Date:		
Part 2. Progress Review						
Executive's Signature:				Date:		
Rating Official's Signature:				Date:		
Reviewing Official's Signature (Optional):				Date:		
Part 3. Summary Rating						
Initial Summary Rating	<input type="checkbox"/> Level 5 Outstanding	<input type="checkbox"/> Level 4 Exceeds Fully Successful	<input type="checkbox"/> Level 3 Fully Successful	<input type="checkbox"/> Level 2 Minimally Satisfactory	<input type="checkbox"/> Level 1 Unsatisfactory	
Rating Official's Name (Last, First, MI):						
Rating Official's Signature:				Date:		
Executive's Signature:				Date:		
Reviewing Official's Signature (Optional):				Date:		
Higher Level Review (if applicable)						
<input type="checkbox"/> I request a higher level review. Executive's Initials:				Date:		
Higher Level Review Completed <input type="checkbox"/>				Date:		
Higher Level Reviewer Signature:						
Performance Review Board Recommendation						
		<input type="checkbox"/> Level 5	<input type="checkbox"/> Level 4	<input type="checkbox"/> Level 3	<input type="checkbox"/> Level 2	<input type="checkbox"/> Level 1
PRB Chair Signature:				Date:		
Annual Summary Rating						
		<input type="checkbox"/> Level 5	<input type="checkbox"/> Level 4	<input type="checkbox"/> Level 3	<input type="checkbox"/> Level 2	<input type="checkbox"/> Level 1
Appointing Authority Signature:				Date:		
Part 4. Derivation Formula and Calculation of Annual Summary Rating						
Critical Element	Element Rating		Weight	Score		Summary Level Ranges
	Initial	Final (if changed)		Initial	Final (if changed)	
1. Leading Change						475-500 = Level 5 400-474 = Level 4 300-399 = Level 3 200-299 = Level 2 Any CE rated Level 1 = Level 1
2. Leading People						
3. Business Acumen						
4. Building Coalitions						
5. Results Driven						
Total			100%			

Executive Name and ID:

Appraisal Period:

Part 5. Performance Standards and Critical Elements

Performance Standards for Critical Elements (The performance standard for each critical element is specified below; examples for the top three performance levels can be found in the system description)

- **Level 5:** The executive demonstrates exceptional performance, fostering a climate that sustains excellence and optimizes results in the executive’s organization, agency, department or Governmentwide. This represents the highest level of executive performance, as evidenced by the extraordinary impact on the achievement of the organization’s mission. The executive is an inspirational leader and is considered a role model by agency leadership, peers, and employees. The executive continually contributes materially to or spearheads agency efforts that address or accomplish important agency goals, consistently achieves expectations at the highest level of quality possible, and consistently handles challenges, exceeds targets, and completes assignments ahead of schedule at every step along the way.

- **Level 4:** The executive demonstrates a very high level of performance beyond that required for successful performance in the executive’s position and scope of responsibilities. The executive is a proven, highly effective leader who builds trust and instills confidence in agency leadership, peers, and employees. The executive consistently exceeds established performance expectations, timelines, or targets, as applicable.

- **Level 3:** The executive demonstrates the high level of performance expected and the executive’s actions and leadership contribute positively toward the achievement of strategic goals and meaningful results. The executive is an effective, solid, and dependable leader who delivers high-quality results based on measures of quality, quantity, efficiency, and/or effectiveness within agreed upon timelines. The executive meets and sometimes exceeds challenging performance expectations established for the position.

- **Level 2:** The executive’s contributions to the organization are acceptable in the short term but do not appreciably advance the organization towards achievement of its goals and objectives. While the executive generally meets established performance expectations, timelines and targets, there are occasional lapses that impair operations and/or cause concern from management. While showing basic ability to accomplish work through others, the executive may demonstrate limited ability to inspire subordinates to give their best efforts or to marshal those efforts effectively to address problems characteristic of the organization and its work.

- **Level 1:** In repeated instances, the executive demonstrates performance deficiencies that detract from mission goals and objectives. The executive generally is viewed as ineffectual by agency leadership, peers, or employees. The executive routinely does not meet established performance expectations/timelines/targets and fails to produce – or produces unacceptable – work products, services, or outcomes.

Element Rating Level Points

Level 5 = 5 points
Level 4 = 4 points
Level 3 = 3 points
Level 2 = 2 points
Level 1 = 0 points

Executive Name and ID:

Appraisal Period:

Critical Element 1. Leading Change				(Minimum weight 5%)	Weight	
Mandatory Performance Requirement: Develops and implements an organizational vision that integrates key organizational and program goals, priorities, values, and other factors. Assesses and adjusts to changing situations, implementing innovative solutions to make organizational improvements, ranging from incremental improvements to major shifts in direction or approach, as appropriate. Balances change and continuity; continually strives to improve service and program performance; creates a work environment that encourages creative thinking, collaboration, and transparency; and maintains program focus, even under adversity.						
Agency-Specific Performance Requirements						
Rating Official Narrative: <i>(Optional)</i>						
<i>Critical Element Rating – Leading Change</i>		<input type="checkbox"/> Level 5	<input type="checkbox"/> Level 4	<input type="checkbox"/> Level 3	<input type="checkbox"/> Level 2	<input type="checkbox"/> Level 1
Critical Element 2. Leading People				(Minimum weight 5%)	Weight	
Mandatory Performance Requirement: Designs and implements strategies that maximize employee potential, connects the organization horizontally and vertically, and fosters high ethical standards in meeting the organization's vision, mission, and goals. Provides an inclusive workplace that fosters the development of others to their full potential; allows for full participation by all employees; facilitates collaboration, cooperation, and teamwork, and supports constructive resolution of conflicts. Ensures employee performance plans are aligned with the organization's mission and goals, that employees receive constructive feedback, and that employees are realistically appraised against clearly defined and communicated performance standards. Holds employees accountable for appropriate levels of performance and conduct. Seeks and considers employee input. Recruits, retains, and develops the talent needed to achieve a high quality, diverse workforce that reflects the nation, with the skills needed to accomplish organizational performance objectives while supporting workforce diversity, workplace inclusion, and equal employment policies and programs.						
Agency-Specific Performance Requirements						
Rating Official Narrative: <i>(Optional)</i>						
<i>Critical Element Rating – Leading People</i>		<input type="checkbox"/> Level 5	<input type="checkbox"/> Level 4	<input type="checkbox"/> Level 3	<input type="checkbox"/> Level 2	<input type="checkbox"/> Level 1

Executive Name and ID:

Appraisal Period:

Critical Element 3. Business Acumen				(Minimum weight 5%)		Weight	
Mandatory Performance Requirement: Assesses, analyzes, acquires, and administers human, financial, material, and information resources in a manner that instills public trust and accomplishes the organization's mission. Uses technology to enhance processes and decision making. Executes the operating budget; prepares budget requests with justifications; and manages resources.							
Agency-Specific Performance Requirements							
Rating Official Narrative: <i>(Optional)</i>							
<i>Critical Element Rating – Business Acumen</i>		<input type="checkbox"/> Level 5	<input type="checkbox"/> Level 4	<input type="checkbox"/> Level 3	<input type="checkbox"/> Level 2	<input type="checkbox"/> Level 1	
Critical Element 4. Building Coalitions				(Minimum weight 5%)		Weight	
Mandatory Performance Requirement: Solicits and considers feedback from internal and external stakeholders or customers. Coordinates with appropriate parties to maximize input from the widest range of appropriate stakeholders to facilitate an open exchange of opinion from diverse groups and strengthen internal and external support. Explains, advocates, and expresses facts and ideas in a convincing manner and negotiates with individuals and groups internally and externally, as appropriate. Develops a professional network with other organizations and identifies the internal and external politics that affect the work of the organization.							
Agency-Specific Performance Requirements							
Rating Official Narrative: <i>(Optional)</i>							
<i>Critical Element Rating – Building Coalitions</i>		<input type="checkbox"/> Level 5	<input type="checkbox"/> Level 4	<input type="checkbox"/> Level 3	<input type="checkbox"/> Level 2	<input type="checkbox"/> Level 1	

Executive Name and ID:

Appraisal Period:

Critical Element 5. Results Driven		(Minimum Weight 20%)			Weight
<p>Agency Goals/Objectives for current FY: Must have at least 3 results and not more than 5</p> <p>This critical element includes specific performance requirements expected of the executive during the appraisal period, focusing on measurable results from the strategic plan or other measurable outputs and outcomes clearly aligned to organizational goals and objectives. At a minimum, the performance requirements must contain measurable results and their quality indicators describing the range of performance at Level 3 for each result specified. In addition to the quality indicators, applicable measures of quantity, timelines, and/or cost-effectiveness may be included as appropriate. It is recommended to also establish the threshold quality indicators and measures for Levels 5 and 2. Indicators must reflect the same level of performance as the respective performance standard contained in Part 5.</p> <p>Strategic Alignment—identify clear, transparent alignment to agency strategic planning initiatives (e.g., relevant agency or organizational goals/objectives with cited page numbers from the Strategic Plan, Congressional Budget Justification/Annual Performance Plan, or other organizational planning document) in the designated section for each performance requirement.</p> <p>Note: Performance requirements must contain results and quality indicators that are clearly and differentially identified (e.g., highlighted, bold, underlined) so that it is readily evident on what the senior executive will be rated and what is expected for success.</p>					
Performance Requirement 1:			Strategic Alignment:		
<i>Performance Requirement 1 Rating</i>	<input type="checkbox"/> Level 5	<input type="checkbox"/> Level 4	<input type="checkbox"/> Level 3	<input type="checkbox"/> Level 2	<input type="checkbox"/> Level 1
Performance Requirement 2:			Strategic Alignment:		
<i>Performance Requirement 2 Rating</i>	<input type="checkbox"/> Level 5	<input type="checkbox"/> Level 4	<input type="checkbox"/> Level 3	<input type="checkbox"/> Level 2	<input type="checkbox"/> Level 1
Performance Requirement 3:			Strategic Alignment:		
<i>Performance Requirement 3 Rating</i>	<input type="checkbox"/> Level 5	<input type="checkbox"/> Level 4	<input type="checkbox"/> Level 3	<input type="checkbox"/> Level 2	<input type="checkbox"/> Level 1
Performance Requirement 4:			Strategic Alignment:		
<i>Performance Requirement 4 Rating</i>	<input type="checkbox"/> Level 5	<input type="checkbox"/> Level 4	<input type="checkbox"/> Level 3	<input type="checkbox"/> Level 2	<input type="checkbox"/> Level 1
Performance Requirement 5:			Strategic Alignment:		
<i>Performance Requirement 5 Rating</i>	<input type="checkbox"/> Level 5	<input type="checkbox"/> Level 4	<input type="checkbox"/> Level 3	<input type="checkbox"/> Level 2	<input type="checkbox"/> Level 1
Rating Official Narrative: <i>(Optional)</i>					
<i>Critical Element Rating – Results Driven</i>	<input type="checkbox"/> Level 5	<input type="checkbox"/> Level 4	<input type="checkbox"/> Level 3	<input type="checkbox"/> Level 2	<input type="checkbox"/> Level 1

Executive Name and ID:

Appraisal Period:

Part 6: Summary Rating Narrative (Mandatory)

Part 7: Executive's Accomplishment Narrative (Optional)

Part 8: Agency Use



Senior Executive Service Performance Management System Department of the Interior

1. System Coverage

The Department of the Interior (hereafter referred to as the agency) Senior Executive Service (SES) performance management system applies to all career, noncareer, limited term and limited emergency Department of the Interior senior executives covered by subchapter II of chapter 43 of title 5, United States Code.

2. Definitions

- *Annual summary rating* means the overall rating level that an appointing authority assigns at the end of the appraisal period after considering (1) the initial summary rating, (2) any input from the executive or a higher level review, and (3) the applicable Performance Review Board's (PRB) recommendations. This is the official final rating for the appraisal period.
- *Appointing authority* means the department or agency head, or other official with authority to make appointments in the Senior Executive Service.
- *Appraisal period* means the established period of time for which a senior executive's performance will be appraised and rated.
- *Critical element* means a key component of an executive's work that contributes to organizational goals and results and is so important that unsatisfactory performance of the element would make the executive's overall job performance unsatisfactory. Critical elements may include the possession and demonstration of competencies critical to success in the position. Such elements shall be used to measure performance only at the individual level.
- *Initial summary rating* means an overall rating level the rating official derives from appraising the senior executive's performance during the appraisal period in relation to the critical elements and performance standards and requirements and forwards to the PRB.
- *Oversight official* means the agency head, or the individual specifically designated by the agency head, who provides oversight of the performance management system and issues performance appraisal guidelines.
- *Performance* means the accomplishment of the work described in the senior executive's performance plan.
- *Performance appraisal* means the review and evaluation of a senior executive's performance against critical elements and performance standards and requirements.
- *Performance management system* means the framework of policies and practices that an agency establishes under subchapter II of chapter 43 of title 5, United States Code, for planning, monitoring, developing, evaluating, and rewarding both individual and organizational performance and for using resulting performance information in making personnel decisions.
- *Performance requirement* means a description of what a senior executive must accomplish, or the competencies to be demonstrated, to be rated at a specific level of performance. Performance requirements must include quality indicators and generally include other performance measures such as quantity, timeliness, cost savings, manner of performance, or other factors.
- *Performance standard* means a normative description of a single level of performance and also provides the benchmark for developing performance requirements against which actual performance will be assessed.
- *Progress review* means a review of the senior executive's progress in meeting the performance requirements. A progress review is not a performance rating.

- *Quality indicator* means descriptive language that explains how the rating official will determine the work product is acceptable. These indicators often are expressed as smaller, verifiable accomplishments (“mini-results”) that must be completed successfully to produce the principal result identified in the performance objective.
- *Senior executive performance plan* means the written critical elements and performance requirements against which performance will be evaluated during the appraisal period by applying the established performance standards. The plan includes all critical elements, performance standards, and performance requirements, including any specific goals, targets, or other measures established for the senior executive. The performance plan template, included in this performance management system, is the senior executive performance plan.
- *Strategic planning initiatives* means agency strategic plans as required by the GPRA Modernization Act of 2010, annual performance plans, organizational work plans, and other related initiatives.

3. Appraisal Period

- **Appraisal Period.** Executives must be appraised at least annually on their performance against their critical elements and performance standards and requirements and an annual summary rating must be assigned for the relevant period of performance for each year (e.g., October 1 through September 30). The agency appraisal period is October 1st through September 30th.
- **Minimum Period.** The minimum period of performance that must be completed before a performance rating can be given is 90 days.
- **Adjusting Appraisal Period.** The agency may end an appraisal period at any time after the minimum appraisal period is completed, but only if the agency determines there is an adequate basis on which to appraise and rate the performance of senior executive(s) and the shortened appraisal period promotes the effectiveness of the administration of the appraisal system.
- **Transition Period.** The agency may not appraise and rate any career executive within 120 days after the beginning of a new Presidential administration.

4. Summary Performance Levels

- The system includes five summary performance levels:
 - Level 5 - Outstanding
 - Level 4 - Exceeds Fully Successful
 - Level 3 - Fully Successful
 - Level 2 - Minimally Satisfactory
 - Level 1 - Unsatisfactory

5. Planning Performance: Critical Elements

- Supervisors must develop performance plans in consultation with the senior executives and communicate the plans to them in writing, including through the use of automated systems, on or before the beginning of the appraisal period or upon appointment to a new senior executive position.
- Each senior executive performance plan shall include, as a minimum, the following critical elements and performance requirements:
 - **Critical Element 1 - Leading Change**
Develops and implements an organizational vision that integrates key organizational and program goals, priorities, values, and other factors. Assesses and adjusts to changing situations, implementing innovative solutions to make organizational improvements, ranging from incremental improvements to major shifts in direction or approach, as appropriate. Balances change and continuity; continually strives to improve service and program performance; creates a work environment that encourages creative thinking, collaboration, and transparency; and maintains program focus, even under adversity.

○ **Critical Element 2 - Leading People**

Designs and implements strategies that maximize employee potential, connects the organization horizontally and vertically, and fosters high ethical standards in meeting the organization's vision, mission, and goals. Provides an inclusive workplace that fosters the development of others to their full potential; allows for full participation by all employees; facilitates collaboration, cooperation, and teamwork, and supports constructive resolution of conflicts. Ensures employee performance plans are aligned with the organization's mission and goals, that employees receive constructive feedback, and that employees are realistically appraised against clearly defined and communicated performance standards. Holds employees accountable for appropriate levels of performance and conduct. Seeks and considers employee input. Recruits, retains, and develops the talent needed to achieve a high quality, diverse workforce that reflects the nation, with the skills needed to accomplish organizational performance objectives while supporting workforce diversity, workplace inclusion, and equal employment policies and programs.

○ **Critical Element 3 - Business Acumen**

Assesses, analyzes, acquires, and administers human, financial, material, and information resources in a manner that instills public trust and accomplishes the organization's mission. Uses technology to enhance processes and decision making. Executes the operating budget; prepares budget requests with justifications; and manages resources.

○ **Critical Element 4 - Building Coalitions**

Solicits and considers feedback from internal and external stakeholders or customers. Coordinates with appropriate parties to maximize input from the widest range of appropriate stakeholders to facilitate an open exchange of opinion from diverse groups and strengthen internal and external support. Explains, advocates, and expresses facts and ideas in a convincing manner and negotiates with individuals and groups internally and externally, as appropriate. Develops a professional network with other organizations and identifies the internal and external politics that affect the work of the organization.

○ **Critical Element 5 - Results Driven**

This critical element includes specific performance results expected from the executive during the appraisal period, focusing on measurable outcomes from the strategic plan or other measurable outputs and outcomes clearly aligned to organizational goals and objectives. At a minimum, the performance plan will include performance requirements that contain measurable results and their quality indicators describing the range of performance at Level 3 for each result specified. It is recommended to also establish the threshold indicators for Levels 5 and 2. Indicators must reflect the same level of performance as the respective performance standard contained in section 6. In addition to the quality indicators, applicable measures of quantity, timeliness, and/or cost-effectiveness may be included to describe the appropriate level of outcome(s) expected.

The Results-Driven critical element must also identify clear, transparent alignment to agency strategic planning initiatives (e.g., relevant agency or organizational goals/objectives with cited page numbers from the Strategic Plan, Congressional Budget Justification/Annual Performance Plan, or other organizational planning document) in the designated section for each performance requirement in the Results Driven critical element.

- Executive performance plans must include the Governmentwide SES performance requirements in critical elements 1 through 4 as written and may include additional agency-specific performance requirements written as competencies or specific results/commitments/measurable activities associated with the critical element.

- Senior executive performance plans must include specific results focused performance requirements (e.g., outcomes and outputs) that align to agency goal(s) and objective(s) listed under the Results-Driven element. Performance requirements for the Results Driven element must include quality indicators that identify how well work must be performed and describe how the rating official will know the work is acceptable. Other measures, targets, and timelines may be included, as appropriate
- The performance requirements in the executive performance plan describe performance at the Fully Successful level, as established in the Fully Successful performance standard contained in section 6 of this document.
- Each critical element must be assigned a weight, with the total weights adding to 100 points.
 - The minimum weight that may be assigned to the Results Driven critical element is 20 points.
 - The minimum weight that may be assigned to any of the other four critical elements is 5 points.
 - No single performance element may be assigned a greater weight than the Results Driven element.

The individual Bureaus or equivalent offices will assign standard or variable weights based on the challenges anticipated for the upcoming performance cycle. The assigned weights will be reviewed annually and changes will be made as appropriate. The assigned weights must adhere to the minimum weight assignment outlined above and total 100%. Within the first 90 days of the rating cycle each year, Bureaus and offices must provide a summary to the Executive Resources Board describing how their executives will be weighted.

- The gaining organization must set performance goals and requirements for any detail or temporary assignment of 120 days or longer and appraise the performance in writing, including through an automated system. The executive's rating official will factor this appraisal into the initial summary rating.

6. **Planning Performance: Performance Standards for Critical Elements**

The performance standard for each critical element is specified below.

- **Level 5:** The executive demonstrates exceptional performance, fostering a climate that sustains excellence and optimizes results in the executive's organization, agency, department or Governmentwide. This represents the highest level of executive performance, as evidenced by the extraordinary impact on the achievement of the organization's mission. The executive is an inspirational leader and is considered a role model by agency leadership, peers, and employees. The executive continually contributes materially to or spearheads agency efforts that address or accomplish important agency goals, consistently achieves expectations at the highest level of quality possible, and consistently handles challenges, exceeds targets, and completes assignments ahead of schedule at every step along the way.

Performance at this level may be demonstrated in such ways as the following examples:

- Overcomes unanticipated barriers or intractable problems by developing creative solutions that address program concerns that could adversely affect the organization, agency, or Government.
- Through leadership by example, creates a work environment that fosters creative thinking and innovation; fosters core process re-engineering; and accomplishment of established organizational performance targets.
- Takes the initiative to identify new opportunities for program and policy development and implementation or seeks more opportunities to contribute to optimizing results; takes calculated risks to accomplish organizational objectives with positive results.
- Accomplishes objectives even under demands and time pressure beyond those typically found in the executive environment.
- Achieves results of significant value to the organization, agency, or Government.
- Achieves significant efficiencies or cost-savings in program delivery or in daily operational costs of the organization.

- **Level 4:** The executive demonstrates a very high level of performance beyond that required for successful performance in the executive's position and scope of responsibilities. The executive is a proven, highly effective leader who builds trust and instills confidence in agency leadership, peers, and employees. The executive consistently exceeds established performance expectations, timelines, or targets, as applicable.

Performance at this level may be demonstrated in such ways as the following:

- Advances progress significantly toward achieving one or more strategic goals.
- Demonstrates unusual resourcefulness in dealing with program operations or policy challenges.
- Achieves unexpected results that advance the goals and objectives of the organization, agency, or Government.

- **Level 3:** The executive demonstrates the high level of performance expected and the executive's actions and leadership contribute positively toward the achievement of strategic goals and meaningful results. The executive is an effective, solid, and dependable leader who delivers high-quality results based on measures of quality, quantity, efficiency, and/or effectiveness, within agreed upon timelines. The executive meets and sometimes exceeds challenging performance expectations established for the position.

Performance at this level may be demonstrated in such ways as the following:

- Seizes opportunities to address issues and effects change when needed.
- Finds solutions to serious problems and champions their adoption.
- Designs strategies leading to improvements.

- **Level 2:** The executive's contributions to the organization are acceptable in the short term but do not appreciably advance the organization towards achievement of its goals and objectives. While the executive generally meets established performance expectations, timelines and targets, there are occasional lapses that impair operations and/or cause concern from management. While showing basic ability to accomplish work through others, the executive may demonstrate limited ability to inspire subordinates to give their best efforts or to marshal those efforts effectively to address problems characteristic of the organization and its work.
- **Level 1:** In repeated instances, the executive demonstrates performance deficiencies that detract from mission goals and objectives. The executive generally is viewed as ineffectual by agency leadership, peers, or employees. The executive routinely does not meet established performance expectations/timelines/targets and fails to produce – or produces unacceptable – work products, services, or outcomes.

7. *Monitoring Performance*

- **Monitor and Provide Feedback.** Throughout the appraisal period, a supervisor must monitor senior executive performance in accomplishing elements and requirements and provide feedback, including advice and assistance on improving performance, when needed and encouragement and positive reinforcement as appropriate. Supervisors and senior executives should engage in frequent two-way conversations regarding progress toward meeting the critical elements in the senior executive's performance plan. Such conversations should include the following: status updates; identification of obstacles that impede progress in attaining milestones; indicators of success or needs for improvement; and a need to revise the senior executive's performance plan to account for changing objectives, priorities and any other factors affecting the senior executive's performance toward work assignments or responsibilities.
- **Progress Review.** Each senior executive must receive at least one progress review during the appraisal period. At a minimum, the executive must be informed how well he or she is performing against performance requirements.

8. *Rating Critical Elements*

The Rating Official will assign a rating level for critical elements 1 through 4 based on his/her judgment as to the extent the executive's performance meets the defined requirements and standards as specified in the Executive Performance Agreement and the DOI SES Performance Appraisal System. Any agency specific requirements or components added to these critical elements will not be scored separately but will be taken into consideration when assigning a rating level.

The rating official will determine a rating for the Results Driven critical element by assessing the executive's accomplishments in three to five performance requirements, which demonstrate direct linkage with the Department of the Interior Strategic Plan or other relative considerations for which the executive will be held accountable.

To determine the rating level for the Results Driven element, each individual performance requirement will be rated against the performance standard definitions in Section 6 above, and any other defined performance indicators, measures, or standards for that particular performance requirement. Rating Officials will determine the overall rating for the Results Driven element as follows:

- Outstanding – A majority of the performance requirements for the Results Driven element are rated Outstanding.
- Exceeds Fully Successful – A majority of the performance requirements for the Results Driven element are rated at least Exceeds Fully Successful with none below Fully Successful.
- Fully Successful – A majority of the performance requirements for the Results Driven element are rated at Fully Successful with none below Fully Successful.
- Minimally Satisfactory – One or more performance requirements for the Results Driven element are rated at Minimally Satisfactory with none below Minimally Satisfactory.
- Unsatisfactory – One or more performance requirements for the Results Driven element are rated at Unsatisfactory.

If the performance requirements are equally divided between Outstanding and Exceeds Fully Successful, then the overall rating will be at the Exceeds Fully Successful level. If the performance requirements are equally divided between Exceeds Fully Successful and Fully Successful, the overall rating will be at the Fully Successful level.

9. *Deriving the Summary Rating*

- **Critical Element Point Values.** Once the rating for each critical element is determined, the following point values will be assigned to the element ratings:
 - Level 5 = 5 points
 - Level 4 = 4 points
 - Level 3 = 3 points
 - Level 2 = 2 points
 - Level 1 = 0 points
- **Derivation Formula.** The derivation formula is calculated as follows:
 - If any critical element is rated Level 1 (Unsatisfactory), the overall summary rating is Unsatisfactory. If no critical element is rated Level 1 (Unsatisfactory), continue to the next step.
 - For each critical element, multiply the element rating level point value by the weight assigned to that element.
 - Add the results from the previous step for each of the five critical elements to come to a total score.
 - Assign the initial summary rating using the ranges below:
 - 475-500 = Level 5
 - 400-474 = Level 4

- 300-399 = Level 3
- 200-299 = Level 2
- Any critical element rated Level 1 = Level 1
- Example, with the initial summary rating determined to be Level 4 (Exceeds Fully Successful):

Critical Element	Rating Level	Weight	Score	Summary Level Range
	Initial Element Score		Initial Point Score	
1. Leading Change	4	15	4 x 15 = 60	475-500 = Level 5 400-474 = Level 4 300-399 = Level 3 200-299 = Level 2 Any CE rated Level 1 = Level 1
2. Leading People	5	15	5 x 15 = 75	
3. Business Acumen	3	15	3 x 15 = 45	
4. Building Coalitions	4	15	4 x 15 = 60	
5. Results Driven	4	40	4 x 40 = 160	
Total		100%	400	

- **Initial Summary Rating.** The rating official will develop an initial summary rating in writing, including through the use of automated systems, and share the rating with the senior executive.
- **Opportunity for Written Response.** A senior executive may respond in writing, including through the use of automated systems, to the initial summary rating.
- **Opportunity for Higher Level Review (HLR).** Upon a senior executive’s request, the agency must provide an opportunity for review of the initial rating before the rating is presented to the PRB. The agency may designate who will provide HLR for its executives, except that a review may not be provided by a member of the PRB or an official who participated in determining the initial summary rating.
 - When an agency cannot provide a review by a higher-level official because no such higher-level official exists in the agency (e.g., the agency head provided the initial summary rating, the higher-level reviewer position is vacant, etc.), the agency must offer an alternative review by an official the agency deems appropriate.

An official providing HLR or an alternative review may not change the initial rating but may recommend a different rating to the PRB. Copies of findings and recommendations by the HLR official or the official performing an alternative review must be given to the senior executive, the rating official, and the PRB.

- **Forced Distribution.** A forced distribution of rating levels is prohibited.
- **Job Changes or Transfers.** When a senior executive who has completed the minimum appraisal period changes jobs or transfers to another agency, the supervisor must appraise the executive’s performance in writing, including through the use of automated systems, before the executive leaves; the appraisal will be given to the executive and forwarded to the gaining agency.
- **Transferred Ratings.** When developing an initial summary rating for an executive who transfers from another agency, a supervisor must consider any applicable ratings and appraisals of the executive’s performance received from the former agency.
- **Extending the Appraisal Period.** If the agency cannot prepare an executive’s rating at the end of the appraisal period because the executive has not completed the minimum appraisal period or for other reasons, the agency must extend the executive’s appraisal period. Once the appropriate conditions are met, the agency will then prepare the annual summary rating.
- **Annual Summary Rating.** The annual summary rating must be assigned by the appointing authority (and may not be delegated to an official who does not have authority to make SES appointments) only after considering the recommendations of the PRB. The annual summary rating must be communicated to the executive in writing, including through the use of automated systems, normally within 3 months of the end of the appraisal period.

10. Performance Review Boards

- **PRB.** The agency shall establish one or more PRBs to make written recommendations on each executive's annual summary rating, performance-based pay adjustment, and performance award to the appointing authority.
- **Membership.** Each PRB must have 3 or more members selected by the agency head or designee(s) in a manner that ensures consistency, stability, and objectivity in SES performance appraisal. PRB appointments must be published in the Federal Register before service begins.
- **Career Membership.** More than one-half of the PRB's members must be career appointees when considering a career appointee's appraisal, performance-based pay adjustment, or performance award.
- **Review Ratings.** The PRB must review and evaluate the initial performance appraisal and summary rating, any senior executive's response, and any higher-level official's findings and recommendations on the initial summary rating or the results of an alternative review. The PRB may conduct any additional review needed to make written recommendations to the appointing authority on annual summary ratings, performance awards, and performance-based pay adjustments for each senior executive. PRB members may not be involved in deliberations involving their own appraisals, performance-based pay adjustments, and performance awards.
- **Executive Response.** The PRB may not review an initial summary rating to which the executive has not been given the opportunity to respond in writing, including through the use of automated systems.
- **Agency/Organizational Performance.** The PRB must be provided and take into account appropriate assessments of the agency/organization's performance, as communicated by the oversight official through performance appraisal guidelines, when making recommendations.

11. Dealing with Poor Performance

- **Performance Actions.** The agency must: 1) reassign, transfer or remove from the Senior Executive Service a career senior executive who has been assigned a Level 1 (Unsatisfactory) final summary rating; 2) remove from the Senior Executive Service an executive who has been assigned two final summary ratings at less than Level 3 (i.e., Level 2 or a combination of Levels 2 and 1) within a three year period; and 3) remove from the Senior Executive Service an executive who receives two Level 1 (Unsatisfactory) final summary ratings within five years. Non-probationary career appointees are removed under procedures in 5 CFR 359 subpart E. Probationary career appointees are removed under procedures in 5 CFR 359 subpart D. (Nothing here shall be interpreted to limit removal of probationary SES employees as permitted by current regulations.) Guaranteed placement in a non-SES position will be provided under 5 CFR 359 subpart G when applicable.
- **Appeal Rights.** Senior executive performance appraisals and ratings may not be appealed. The executive may file a complaint about any aspect of the rating process the executive believes to involve unlawful discrimination (EEOC) or a prohibited personnel practice (Office of Special Counsel). A career appointee being removed from the SES under 5 U.S.C. 3592(a)(2) shall, at least 15 days preceding the date of removal, be entitled, upon request, to an informal hearing before an official designated by the Merit Systems Protection Board.

12. Other System Requirements

- **Appraisal Results.** Performance appraisals will be used as a basis for adjusting pay, granting awards, retaining and removing senior executives, and making other personnel decisions. Performance appraisals also will be a factor in assessing a senior executive's continuing development needs.
- **Organizational Assessment and Guidelines.** The agency must assess organizational performance (overall and with respect to each of its particular missions, components, programs, policy areas, and support functions). The agency also must ensure its assessment results and evaluation guidelines based upon them are communicated by the oversight official to senior executives, rating officials, higher level review officials, PRB members, and appointing authorities at the conclusion of the appraisal period and before completion of the initial summary ratings so that they may be considered in preparing performance appraisals, ratings and recommendations.

- **Oversight.** The agency head or the official designated by the agency head provides organizational assessments and evaluation guidelines and is responsible to oversee the system and to certify: 1) the appraisal process makes meaningful distinctions based on relative performance; 2) executive ratings take into account assessments of organizational performance; and 3) pay adjustments, awards and pay levels based on the results of the appraisal process accurately reflect individual performance and/or contribution to agency performance. The responsible official designated to provide evaluation guidelines and oversee the appraisal system must do so for the entire executive agency.
- **Performance Distinctions.** Rating officials and PRBs will make meaningful distinctions based on relative performance that take into account assessment of the agency's performance against relevant program performance measures.

Differences in Pay Based on Performance. Differentiation will be evident in the pay adjustments, performance awards, and rates of pay separately. Senior executives who have demonstrated the highest levels of performance will receive the highest annual summary ratings and the largest corresponding performance awards, pay adjustments, and rates of pay. Pay adjustments and performance awards will be made within 5 months following the end of the applicable appraisal period.

13. Training and Evaluation

- **Training.** The agency will provide information and training to agency leadership, supervisors, and senior executives on the requirements and operation of the agency's performance management and pay-for-performance systems.
- **Communication of Results.** The agency will communicate annually the distribution of ratings from the previous appraisal period and the average pay increases and awards associated with each rating level. Agencies must protect the privacy of the ratings received by individual senior executives.
- **Evaluation.** The agency will periodically evaluate the effectiveness of the performance management system(s) and implement improvements as needed.

14. Additional Agency-Specific Policies

NONE

To: amy_holley@ios.doi.gov[amy_holley@ios.doi.gov]
From: Sydney King
Sent: 2017-10-05T14:37:26-04:00
Importance: Normal
Subject: Federal Yellow Book Inquiry
Received: 2017-10-05T14:38:17-04:00

Good afternoon Ms. Holley,

I am with the Federal Yellow Book, we are updating our directory for the fall and I wanted to confirm that Joel Clement is no longer Senior Advisor for ONRR.

Thank you for any information you can provide,

Sydney King, Content Manager
Federal Yellow Book
(202) 347-7757 ext 4123
sking@leadershipdirectories.com
www.leadershipdirectories.com

To: Amy Holley[Amy_Holley@ios.doi.gov]
From: Gonzalez, Elena
Sent: 2017-10-11T11:17:41-04:00
Importance: Normal
Subject: Fwd: Joel Clement's exit
Received: 2017-10-11T11:31:55-04:00

fyi. Let me know if you want to discuss.

Elena Gonzalez
U.S. Department of the Interior
Deputy Assistant Secretary for Technology, Information and Business Services
1849 C St NW Room 5124
Washington, DC 20240
(o) 202-208-7966

----- Forwarded message -----

From: David Alspach <david_alspach@ios.doi.gov>
Date: Wed, Oct 11, 2017 at 6:19 AM
Subject: Re: Joel Clement's exit
To: Martha Eichenbaum <martha_eichenbaum@ios.doi.gov>
Cc: "Burns, Sylvia" <sylvia_burns@ios.doi.gov>, Elena Gonzalez <maria_gonzalez@ios.doi.gov>, "Matragrano, Karen" <karen_matragrano@ios.doi.gov>, Rotimi Abimbola <rotimi_abimbola@ios.doi.gov>

And both are in eERDMS. We did not do a device collection when Joel left Policy Analysis because he was not an HLO.

Thanks,
David D Alspach
Office of the Secretary Records Officer
Information & Technology Management Division
Office of the Chief Information Officer
US Department of the Interior
Office Phone: 202-219-8526
Mobile Phone: 202-304-2352
E-mail: david_alspach@ios.doi.gov
www.DOI.gov/OCIO

Our mission is your mission

Sent from my Mobile Device

On Oct 10, 2017, at 6:08 PM, Martha Eichenbaum <martha_eichenbaum@ios.doi.gov> wrote:

Hi Sylvia -

Yes we still have that one too.

Martha Eichenbaum
Chief, End User Services
U.S. Department of the Interior
Office of the Chief Information Officer | Service Delivery Division
Office: 202-208-4712 | Cell: 202-437-8416
email: martha_eichenbaum@ios.doi.gov

On Oct 10, 2017, at 6:06 PM, Burns, Sylvia <sylvia_burns@ios.doi.gov> wrote:

Martha - can you also check if we have his email account from when he was in PMB/OEPC? Thanks.

On Tue, Oct 10, 2017 at 6:04 PM, Burns, Sylvia <sylvia_burns@ios.doi.gov> wrote:

Thanks Martha.
Elena - including you so you see that Joel Clement's email account was suspended (not deleted). David will check with ONRR (Patty Damon) about any records he may have had on his devices.

On Tue, Oct 10, 2017 at 5:30 PM, Eichenbaum, Martha <martha_eichenbaum@ios.doi.gov> wrote:

Hi Karen -
His ONRR account is set to businessCategory = 21, so suspended, not deleted.

Thanks,

Martha Eichenbaum
Chief, End User Services Branch
U.S. Department of the Interior
Office of the Chief Information Officer | Service Delivery Division
Office Phone: 202-208-4712 | Mobile phone: 202-437-8416

email: martha_eichenbaum@ios.doi.gov

On Tue, Oct 10, 2017 at 4:15 PM, Matragrano, Karen <karen_matragrano@ios.doi.gov> wrote:

I can tell you he is marked as "terminated" in DOI Access so that is a good thing!

Our process would be to NOT delete email but Martha, can you double check that it is just suspended?

Dave, I don't know if anyone reached out about his records.

Thanks,

Karen Matragrano
Director, Service Delivery Division
Office of the Chief Information Officer
U.S. Department of the Interior
Office Phone: 202-513-0856 - Mobile Phone: 202-531-0770
Email: Karen_Matragrano@ios.doi.gov

<http://www.doi.gov/OCIO>

On Tue, Oct 10, 2017 at 4:07 PM, Burns, Sylvia <sylvia_burns@ios.doi.gov>
wrote:

Joel Clement resigned effective last Friday and I would like you to check on whether he was properly offboarded. We should retain his records to be safe. Can you check into this and confirm? Thanks.

--

Sylvia Burns, CIO
Office of the Chief Information Officer | US Department of the Interior
sylvia_burns@ios.doi.gov | Office: 202.208.6194 | Fax: 202-501-2360
www.doi.gov/ocio

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Sylvia Burns, CIO

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To: Richardson, Karen[karen.richardson@sol.doi.gov]
From: Pletcher, Mary
Sent: 2017-10-16T14:48:09-04:00
Importance: Normal
Subject: cummings article
Received: 2017-10-16T14:48:17-04:00
[5229 in.pdf](#)

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Mary Pletcher
Department of the Interior
Deputy Assistant Secretary for Human Capital and Diversity
Chief Human Capital Officer
(202) 208-4505

Congress of the United States
House of Representatives

COMMITTEE ON OVERSIGHT AND GOVERNMENT REFORM

2157 RAYBURN HOUSE OFFICE BUILDING

WASHINGTON, DC 20515-6143

MAJORITY (202) 225-5074
MINORITY (202) 225-5051

<http://oversight.house.gov>

October 6, 2017

The Honorable Ryan Zinke
Secretary
U.S. Department of the Interior
1849 C Street, N.W.
Washington, D.C. 20240

Dear Mr. Secretary:

I am writing to request documents relating to the reassignment of numerous Senior Executive Service (SES) employees and career civil servants within the Department of the Interior, including Joel Clement, one of the Department's foremost policy experts on climate change. Mr. Clement resigned this week after one of your top deputies reassigned him to a position for which he had no professional expertise in alleged retaliation for blowing the whistle on activities within the Department. I am concerned that many additional senior employees may be receiving similar treatment.

**Warnings Against Disloyalty and Threats to Use
Reassignments to Reduce the Workforce**

Over the past several months, you have reportedly threatened to use personnel reassignments to move individuals who are disloyal to the Trump Administration and to shrink the Department's workforce.

According to media reports, you claimed in a speech to the National Petroleum Council that you believe a significant number of career employees in the Department are disloyal. You reportedly stated, "I got 30 percent of the crew that's not loyal to the flag." You compared your "experience taking over Interior to capturing a pirate ship where 'only the captain and the first mate row over' to take the vessel." You "promised a 'huge' change by restructuring staff positions" and explained that you "wanted to ensure Interior officials accelerated federal permitting for drilling and mining activities on federal land."¹

In June, you submitted testimony to the Senate Subcommittee on Interior, Environment, and Related Agencies explaining that President Trump has "launched a government-wide effort

¹ *Zinke Says a Third of Interior's Staff is Disloyal to Trump and Promises "Huge" Changes*, Washington Post (Sept. 26, 2017) (online at www.washingtonpost.com/news/energy-environment/wp/2017/09/26/zinke-says-a-third-of-interiors-staff-is-disloyal-to-trump-and-promises-huge-changes/?tid=a_inl&utm_term=.5b8d40860da1).

to create a leaner, more efficient, and more responsive government.” You testified that the President proposed budget cuts in 2018 to “lower priority programs,” and you explained that for the Department of the Interior, this “represents an estimated reduction of roughly 4,000 full time equivalent staff from 2017.” You stated that “the Department will rely on a combination of attrition, reassignments, and separation incentives,” and “attrition rates and acceptance of separation incentives will determine the need for further action to reduce staffing.”²

Just days before your testimony, you reportedly reassigned as many as 50 SES employees without providing a clear rationale.³ A memo provided to the employees stated: “Rotation of SES provides an opportunity to improve talent development, mission delivery and collaboration.”⁴ A Department spokesperson stated: “Personnel moves are being conducted to better serve the taxpayer and the Department’s operations through matching Senior Executive skill sets with mission and operational requirements.”⁵

However, your reassignments appear to do exactly the opposite. The use of personnel reassignments to punish employees you believe are not “loyal” or to try to drive employees to leave the Department could constitute prohibited personnel practices that violate the merit systems protections set forth in 5 U.S.C. §2301.

SES Employee Claims His Reassignment Was Retaliation for Blowing the Whistle

Joel Clement, a member of the career SES, was hired as the Director of the Office of Policy Analysis in 2011 and served in that position until June 15, 2017, when he was notified by one of your deputies that he was being reassigned.⁶ Mr. Clement served as the Department’s lead policy expert on Arctic issues and climate change and worked “to help Alaska Native communities in danger of being washed into the sea.”⁷

² Statement of Ryan Zinke, Secretary of the Interior, *Hearing on the 2018 President’s Budget Request*, Senate Subcommittee on Interior, Environment and Related Agencies (June 21, 2017) (online at www.appropriations.senate.gov/imo/media/doc/062117-Zinke-Testimony.pdf).

³ *Zinke Moving Dozens of Senior Interior Department Officials in Shake-up*, Washington Post (June 16, 2017) (online at www.washingtonpost.com/politics/zinke-moving-dozens-of-senior-interior-officials-in-shake-up/2017/06/16/11801d3a-5295-11e7-b064-828ba60fbb98_story.html?utm_term=.ad25df8ac0e1).

⁴ Memorandum from James Cason, Associate Deputy Secretary, Department of the Interior, to Joel Clement, Director, Office of Policy Analysis, Office of the Secretary, Department of the Interior (June 15, 2017).

⁵ *Zinke Moving Dozens of Senior Interior Department Officials in Shake-up*, Washington Post (June 16, 2017) (online at www.washingtonpost.com/politics/zinke-moving-dozens-of-senior-interior-officials-in-shake-up/2017/06/16/11801d3a-5295-11e7-b064-828ba60fbb98_story.html?utm_term=.ad25df8ac0e1).

⁶ *I’m a Scientist. I’m Blowing the Whistle on the Trump Administration*, Washington Post (July 19, 2017) (online at www.washingtonpost.com/opinions/im-a-scientist-the-trump-administration-reassigned-me-for-speaking-up-about-climate-change/2017/07/19/389b8dce-6b12-11e7-9c15-177740635e83_story.html?utm_term=.08c133dcfdc4).

⁷ Complaint of Possible Prohibited Personnel Practice or Other Prohibited Activity, Joel Clement (Form OSC-11) (July 19, 2017) (online at <https://tinyurl.com/WHAClement>).

Your office transferred Mr. Clement to the Office of Natural Resources Revenue (ONRR), which collects and verifies revenue from oil and gas leases. Regarding this reassignment, Mr. Clement reported:

I have no training in auditing and have never worked on such revenues. I met with my new boss and he confirmed ONRR has no need for an employee with my knowledge and experience. I was reassigned to a position with a job title, but no duties. I believe I was reassigned to this position so I would be unable to work on mitigating the danger to Native Alaskan communities, to punish me for my past such efforts, and to push me to quit.⁸

Under 5 U.S.C. §3395, a member of the career SES may be reassigned only to another SES position “in the same agency for which the appointee is qualified.” In this case, Mr. Clement appeared to be unqualified for a job managing royalties collected by the federal government for fossil fuel leases.

Mr. Clement believes his reassignment was in retaliation for disclosures he made to George D. Banks, the Special Assistant to the President for International Energy and Environment, about the risks to human health in Alaska Native communities created by the effects of climate change. On April 21, 2017, approximately two months before he was reassigned, Mr. Clement sent an email warning Mr. Banks of “the importance of building resilience for these communities,” which are “imminently threatened.”⁹

Mr. Banks previously served as the Executive Vice President of the American Council for Capital Formation, a pro-business lobbying group.¹⁰ Mr. Banks registered to lobby for the Council in 2015 and 2016 on “Tax, Environment, and Regulatory Issues.”¹¹ Despite his previous lobbying activity, it does not appear that Mr. Banks has been granted a waiver under Executive Order 13770, which President Trump issued on January 28, 2017, to prohibit former lobbyists who enter the Administration from participating “in any particular matter” on which the individual lobbied.¹² For example, Mr. Banks’ portfolio includes such policy issues as whether

⁸ *Id.*

⁹ *Id.*

¹⁰ The White House, *White House National Economic Council Director Announces Senior Staff Appointments* (Feb. 27, 2017) (online at www.whitehouse.gov/the-press-office/2017/02/27/white-house-national-economic-council-director-announces-senior-staff) (last accessed Oct. 6, 2017).

¹¹ American Council for Capital Formation, *Lobbying Report, Q4 (10/1-12/31) (2015)* (online at www.soprweb.senate.gov/index.cfm?event=getFilingDetails&filingID=CD62DEAE-82F3-4B54-A38B-03E6C8829E21&filingTypeID=78); American Council for Capital Formation, *Lobbying Report, Q1 (1/1-3/31) (2016)* (online at www.soprweb.senate.gov/index.cfm?event=getFilingDetails&filingID=CC626C97-78EB-4D7F-94F6-0A183AEC7495&filingTypeID=51).

¹² Exec. Order No. 13770, *Ethics Commitments by Executive Branch Appointees* (Jan. 28, 2017) (online at www.whitehouse.gov/the-press-office/2017/01/28/executive-order-ethics-commitments-executive-branch-appointees). See also Office of Government Ethics, *Certain Agency Records Received in Response to OGE’s Data Call for Waivers and Authorizations* (June 7, 2012) (online at www.oge.gov/web/OGE.nsf/0/67460009B646BBF88525813800566276/%24FILE/Certain%20agency%20records%20recd%20in%20response%20to%20PA-17-02.pdf).

the United States should withdraw from the Paris climate accord.¹³

Mr. Banks has also publicly expressed his opinion about the need for agency leadership to be “loyal” to President Trump. He published an editorial in *Real Clear Energy* on December 9, 2016, writing, “Trump needs loyal foot soldiers leading his agencies to implement his bold vision.”¹⁴

This week, Mr. Clement finally resigned from his position with the Department, writing to you:

You have disrespected the career staff of the Department by questioning their loyalty and you have played fast and loose with government regulations to score points with your political base at the expense of American health and safety. Secretary Zinke, your agenda profoundly undermines the DOI mission and betrays the American people.¹⁵

Request for Documents and Information

The reassignments of Mr. Clement and the other Department employees raise serious concerns about whether they are being retaliated against in violation of the law and whether the Department is using taxpayer funds to carry out its missions appropriately.

It is a violation of the Whistleblower Protection Act to reassign employees in retaliation for protected disclosures that they reasonably believe are evidence of substantial and specific dangers to public health or safety.¹⁶

For these reasons, I request that you produce, by October 19, 2017, the following documents and information:

1. all documents and communications regarding or relating to the reassignment or proposed reassignment of any career SES employee or civil service employee that has been considered or has occurred since January 20, 2017;
2. all documents and communications regarding or relating to the costs associated with the reassignment or proposed reassignment of any career SES employee or

¹³ *Trump's Team is Split Over the Paris Agreement*, Scientific American (Apr. 18, 2017) (online at www.scientificamerican.com/article/trumps-team-is-split-over-the-paris-agreement/); *How Trump Left the Paris Climate Deal*, The Hill (June 1, 2017) (online at www.thehill.com/policy/energy-environment/336015-how-trump-left-the-paris-climate-deal).

¹⁴ George David Banks, *Trump Shouldn't Trade Energy Cabinet Slot for Senate Seat*, RealClear Energy (Dec. 9, 2016) (online at www.realclearenergy.org/articles/2016/12/09/trump_shouldnt_trade_energy_cabinet_slot_for_senate_seat_110139.html).

¹⁵ *Climate Policy Whistleblower Resigns*, E&E News (Oct. 4, 2017) (online at www.eenews.net/eenewspn/2017/10/04/stories/1060062627).

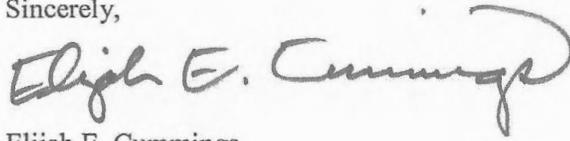
¹⁶ 5 U.S.C. § 2302(b)(8).

civil service employee that has been considered or has occurred since January 20, 2017; and

3. all documents and communications regarding or relating to how the reassignment or proposed reassignment of any career SES employee or civil service employee that has been considered or has occurred since January 20, 2017, will better serve taxpayer interests and the Department's operations by matching employee skill sets with mission and operational requirements.

Please contact Lucinda Lessley of the Democratic Committee staff at (202) 225-5051 if you have any questions. Thank you for your cooperation with this request.

Sincerely,

A handwritten signature in black ink that reads "Elijah E. Cummings". The signature is written in a cursive style with a large, stylized "E" and "C".

Elijah E. Cummings
Ranking Member

cc: The Honorable Trey Gowdy, Chairman