

# InHRQuarterly

INFORM | INNOVATE | INSPIRE

## Message from the Director

I am honored to open up this edition of the *InHR Quarterly* newsletter as DOI's new Deputy Chief Human Capital Officer (DCHCO) and Director of the Office of Human Capital. Prior to DOI, I've held various human resources positions at the Peace Corps, Deloitte, Department of Energy, and Department of Defense after leaving the military. In the military, I served as Medical Service Corps Officer departing as a Captain to serve in the Army Reserves.

I'm immediately impressed with the DOI employees I've met so far, including the human capital professionals, whether they are within the bureaus, the Office of the Secretary, in headquarters or in the field. The DOI Human Capital community is over 1,200 employees strong and are on the front lines to get the best people trained and motivated to make Interior the best place to work. Accordingly, building strong communication channels throughout our organizational ecosystem is one of my top priorities. Our HR motto, is *You said, We Did*. DOI, like many Federal agencies, is in constant motion and it's not easy to see or hear what is happening from one bureau to

the next – and even sometimes, within our own bureaus.

To that end, we want to know the best ways to share information with you and what kind of information you need to be successful in both your day-to-day responsibilities and your career aspirations. We offer multiple resources on our [Human Capital Crossroads](#) site for you to learn and grow in your profession.

I am thrilled to be here at this exciting time when we can influence such a culture of change. We're working hard to launch an Automated Career Pathing tool this fall to help DOI employees prepare for your "dream job," whether that means moving up or moving on to your next career. I am invigorated in the areas we are working in to make DOI the best place to work in the government and retain our best talent.

Our employees are our greatest assets and resources. It's because of you that we can accomplish our various missions. You deserve a great place to work. We just wrapped up the 2019 Federal Employee Viewpoint Survey (FEVS) on June 24<sup>th</sup> (page 2). The detailed FEVS results will be shared with supervisors, unit managers, and bureau directors with the critical information they need to stimulate discussions with their teams and make meaningful changes to their workplace culture. Our FEVS response rate is very impressive – thank you for taking the time to provide your valuable input! We look forward to using this data to make meaningful improvements.

Since the release of the Department's anti-harassment policy, Personnel Bulletin 18-01, DOI remains committed to creating a work environment for all employees that is free of harassment. In addition to eliminating harassing conduct, DOI is focused on

transforming the work environment into one where all employees can *thrive in a healthy environment*. The Department's commitment to this effort is outlined on the [Workplace Culture Transformation](#) website. More information, such as the results from the "Values Survey" and the actions we will take will be posted soon. Stay tuned!

In the May newsletter, DOI's Chief Human Capital Officer Ray Limon mentioned the Human Capital Assessment and improving operational services to you, our valued customers. As a follow up, OHC gathered Human Capital leaders, stakeholders and customers from across the Department for on July 9 to discuss HR Service Delivery. Read more about this critical meeting on page 4.

I'm also pleased to announce the new DOI Telework Program policy, Personnel Bulletin 19-02, which brings better clarity, transparency, and organization to the program. Turn to page 3 to read the highlights of the new telework policy and what you need to do to be telework-ready.

This summer, DOI employees are encouraged to help those that hunger through the Feds Feed Families (FFF) campaign! From June 26 to August 23, Federal employees can bring non-perishable food items to a designated collection box located in your workplace or nearest food bank. The donations collected during FFF are especially important because they come at a time of year when donations to food banks traditionally decline. You can find more information about FFF and other HR updates on our [Crossroads](#) site or send us an [email](#). I look forward to serving you and appreciate your continued support and service!



**Jennifer Ackerman**  
Deputy Chief Human  
Capital Officer

### In this issue:

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A quarterly publication from the U.S. Department of the Interior Office of Human Capital. Visit the [Human Capital Crossroads](#) website for more resources and information for managers, employees, and HR professionals.

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Office of Surface Mining  
Reclamation and Enforcement

#### Deadlines:

The submission deadline for the November issue is **October 15**.

Want to submit an article or Ask the Specialist a question? Visit the [Crossroads website](#) for guidelines or email [Kelly Sewell](#).

*InHR Quarterly* is solely for informational purposes and does not authorize official action. Views and opinions expressed are not explicitly those of the Department of the Interior.

## Employee Spotlight: Dr. Vicki Brown

Dr. Vicki A. Brown is the Department's new Chief Learning Officer (CLO) and Director of Strategic Employee and Organizational Development (OSEOD). Her portfolio includes DOI University and DOI Talent—the Department's learning and performance management system. As the new CLO, Dr. Brown's primary leadership role will be to formulate the strategy and drive the Department's learning direction, goals, and policies. She'll also work to create a collaborative community among DOI learning professionals to improve employee engagement, organizational effectiveness, and support the leadership's goal of "improving the employee experience."

### When/how did you start working at DOI?

Dr. Brown started working for the federal government as a GS-3 in Schweinfurt, Germany. She decided it was time for a change after 39 years serving the Department of Army and Department of Defense (DoD) in various training, education, and professional development positions for soldiers, families, and the civilian workforce, to include serving as the DoD Chief Learning Officer. Dr. Brown was looking for work that was not only operational in nature, but also strategic; and one that would give her a "seat at the table" to influence workforce learning and development. She was surprised by the vastness of DOI's mission and the impact of each DOI Bureau and Office upon everyday Americans. She accepted the CLO position at DOI to undertake new challenges, continue serving the federal government, and to support the growth of the DOI workforce as well as herself.

### What's the most rewarding part of your job?

Dr. Brown truly believes learning is a lifelong process and one can't get too much of it! Although she just recently joined DOI in July 2019, she believes the most rewarding part of her job will be developing a collaborative community among the DOI Bureaus and Offices, expanding the value of DOI University, and advancing new learning initiatives that make a positive impact upon the workforce.

### Share a personal or professional accomplishment you're most proud of.

As a perpetual learner, Dr. Brown worked full time while working toward a doctorate degree from George Washington University (GWU). She says it was a grueling five years that tested her "stick-to-it-ness." She eventually graduated with a Doctorate in Human and



Organizational Learning (with honors!) from GWU in 2015. Dr. Brown's dissertation focused on the significant challenges of spouses of soldiers wounded in combat and she received an academic award for her work.

### What's the trick to maintaining a healthy work/life balance?

While trying to learn and keep pace with her rigorous work schedule, Dr. Brown doesn't believe she has yet to master the trick to maintaining a healthy work/life balance. However, being married to a fitness enthusiast helps! She tries to workout a few times a week, walk when she can, and leans toward a modified keto diet. She loves dogs and being outside in nature. Her favorite hobbies are traveling, exploring new places, learning new cultures, finding new wineries, and enjoying great keto food along the way.

### Do you have a personal mantra you live by?

Dr. Brown has two favorite mantras that guide her interactions with others. The first, "never let them see you sweat" was a favorite of her mother who believed she could accomplish anything and no one needed to ever know how hard it was. The second, "be with those who bring out the best in you, not the stress in you" because life is too short to get hung up on those things you cannot change. She's not too sure her husband would agree with her on this since he says she worries about everything.

### What is your favorite blog/podcast/show at the moment?

Though she doesn't watch much television, Dr. Brown most recently binge-watched all the past episodes of *Suits*. She can't get enough of reading about the great works of Prince Harry and Princess Megan Markle. She listens to a lot of workout podcasts with her husband...though not her favorite, they do motivate her!

## New DOI Telework Policy

By: Joy Buhler, DOI

On July 15, 2019, the Department launched a new telework policy, Personnel Bulletin (PB) 19-02, which brings better clarity, transparency and organization to the program. With the issuance of the new PB, DOI is also transitioning from a paper-based telework agreement to a web-based, automated form.

### Why is the telework program policy changing?

DOI recognizes the value of a telework program that allows eligible employees to participate in telework while maintaining productive employee and organizational performance. However, much has changed since 2012 when the DOI telework policy was established! DOI continues to support and promote telework while modernizing our telework practices through the new policy.

### What are the key takeaways of the new telework policy?

The new telework policy:

- Requires that teleworkers physically report to the regular work site at least two full workdays per bi-weekly pay period, except for rare short-term circumstances or as a reasonable accommodation.

- Requires that telework-ready employees telework when the official worksite is closed due to inclement weather or an emergency event.
- Requires core telework agreements also be reviewed and approved by a higher-level management official.
- Establishes that supervisory positions may only be considered for situational telework due to the value and importance of their interpersonal interactions with staff.
- Clarifies that an employee's participation in the DOI telework program is voluntary and that telework must only be approved when it is deemed to be in the best interest of the Department.
- Establishes that telework agreements be reviewed and recertified annually.
- Defines *mobile work* and *remote work* and clarifies that these arrangements are not considered telework and are not covered by the Departmental telework policy.

### I'm interested in teleworking. What do I need to do to take part in this workplace flexibility?

1. Have a conversation with your supervisor to determine whether telework is a viable option for you.

2. If approved, be sure to complete the required telework training in DOI Talent. This is a one-time requirement—no need to take it again!
3. Initiate a web-based telework agreement form (DI-3457). Once initiated, the telework agreement form will be routed to your supervisor for approval. For core telework arrangements, the agreement must also be reviewed and approved by a concurring management official, generally your second-level supervisor.

For access to the automated telework agreement form, please contact your [Bureau/Office Telework Coordinator](#).

### I currently have an approved telework agreement in place. Will I need to complete a new agreement as a result of these policy changes?

Yes. Employees with current telework agreements in place, should initiate a new telework agreement under the new policy by November 12, 2019 if they wish to continue teleworking.

### Where can I find more information about the telework policy changes?

The DOI telework policy and other resources are available at [www.doi.gov/telework](http://www.doi.gov/telework) or on the internal [Human Capital Crossroads](#) site.

## EMERGING HR LEADERS FORUM

The Partnership for Public Service's Emerging HR Leaders (EHRL) Forum is a professional development opportunity for HR professionals in government. Participants gain the foundational knowledge and professional network necessary to maximize their impact in government. Eight DOI employees will participate in the EHRL Forum this summer. Congratulations!



Alyssa Cardena, IBC  
Valerie Dyer, OSMRE  
Doug Hale, NPS  
Jodelle Lefranc, NPS

Jolene Marsh, BIA  
Naomi Poissant, NPS  
Jacob Porst, FWS  
Aggie Teller, BIA





## HR Current State Assessment Study



DOI senior leaders gathered for a workshop to discuss the findings of an HR assessment study. Photo by Jennifer Ackerman, DOI.

By: Melanie Navarro, DOI

On July 9, approximately 40 senior leaders from across the Department participated in a workshop to discuss and clarify the findings of the HR Current State Assessment and begin discussing the future of HR service delivery. The HR Current State Assessment was conducted by Deloitte to analyze HR data that will inform the Department of bright spots, pain points, root causes, and potential disruptors in order to deliver HR services efficiently.

### Understanding the findings

Notable bright spots include iMART (a standardized tracking system for employee relations cases across the Department), Department-wide standard position descriptions, the Human Capital Crossroads website, detailed processing procedures, and templates for HR staff and customers.

Some pain points include ineffective communication and adherence to HR policy, lack of strategic partnership between HR and mission, and HR technologies lack integration and delivery support.

Primarily, four key causes were found to attribute to the pain points: variances in HR organization structure, limited governance for HR, lack of standardized processes and technology, and challenges with trust and collaboration.

DOI senior leaders also identified the potential disruptors that may change the way HR operates in the future: the consolidation of OPM and GSA, DOI's transition from Google to Microsoft, and new hiring authorities.

### Development of design principles

To ensure success, DOI senior leaders drafted Design Principles for Bureau and Department HR leaders to use as a foundation for future service delivery solutions. Participants identified short and long term opportunities that would improve both the customer and HR employee experience at DOI. In August, the group will reconvene to develop the future state of HR and build on the ideas from the workshop.

More information about the HR Assessment study is available on the HR Professionals tab on the [Human Capital Crossroads](#) website.

NPS Associate Director of Workforce & Inclusion Tony Nguyen at the HR Assessment workshop. Photo by Jennifer Ackerman, DOI.

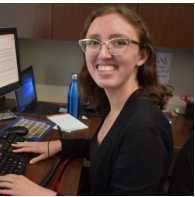


## Summer Interns Jump in at OSMRE

By: Sathiyar Sivakumaran, OSMRE

In early June, OSMRE eagerly welcomed three summer interns to the agency: Alexandra Kirsch and Colette Cohen in the Pittsburgh Regional Office and Jordan Chapman at Headquarters in Washington, DC. From the start, each intern gained experience in different fields while working directly with OSMRE employees and partners.

**Jordan Chapman** – Communications Intern, Office of Communications, Washington, DC

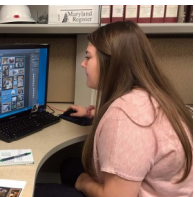


My internship interview took place about an hour before I presented my senior research thesis, the biggest presentation of my college career. The interview certainly didn't go perfectly, but this fast-paced, high-energy experience in college served as the perfect introduction to what I'd be doing as an intern

in the Office of Communications in Washington DC. Things have and will continue to move pretty quickly around here.

As I approached my second month, I had the opportunity to work on photography, create user guides for GoPro and 360° cameras, as well as take photographs for the Juneteenth event in the Yates Auditorium. For someone who does not have a strong social media background, I've had ample opportunities to explore and analyze various communication mediums, including Facebook and Twitter. Outside of the office, I've had the privilege of attending a number of events that provided insights into the world of communications and mine reclamation, including a seminar on improving the citizen experience, a behind-the-scenes event held at Facebook's DC office, the Appalachian Regional Reforestation Initiative conference, and The Wilds, a nature reserve founded on reclaimed abandoned mine lands in Ohio. It's been quite the adventure. With each day, there are new faces to learn, new programs to investigate, new projects to explore.

**Colette Cohen** – Graphics and Web Design Intern, Technical Support Division, Pittsburgh, PA



In my first week at the Pittsburgh office, I met almost all of the staff in our office, was able to go into the field for an overview of two water treatment projects that are being monitored, and attended an outreach event at a local elementary school. I have been working with Visual Communications

Specialist Tiara Emery on many different projects and would like to gain more experience in photography, videography, and website and graphic design.

My current project is an informational poster for the hallway of the Pittsburgh office. Although it may seem small to some, this poster has taught me useful skills to make the whole project flow better and look presentable once completed.

This internship has been an amazing experience in such a short time and I can't wait to look back on the skills I've gained from this summer internship!



**Alexandra Kirsch** – AMDTreat Intern, Technical Support Division, Pittsburgh, PA

As a student geologist, I am lucky to have a position where I can work with a team of several other geologists, engineers, and programmers on updating the AMDTreat software that OSMRE uses to calculate liability for Acid Mine Drainage (AMD).

As a senior majoring in geology, I am very familiar with coal, coal mining, and coal mine drainage. This internship is a great opportunity for me to apply what I've learned over the past three years to real-life issues that impact our country and the mining industry. The work I'm doing with the AMDTreat team is different from the kind of work I'm used to. Instead of simply learning about and observing the chemistry and geology of mine drainage, I am now in the position where I can learn first-hand about the types of treatments, how much they cost, and how industries and the government will be expected to pay for them. It's one thing to learn about and memorize the adverse effects of mine drainage – which I did a lot of in my hydrogeology class last semester – but it is quite another to be able to apply that knowledge and actually work on solving the problems and mitigating the negative effects caused by coal mining.

Throughout this internship so far, I have spent time getting familiar with AMDTreat software, related Excel files, and Mathcad documents. Recently, I've been performing the calculations in both Mathcad and new versions of AMDTreat in Visual Studio to check the new versions for accuracy, functionality, and usability. These quality assurance checks will help make the new software the best it can be when it is eventually completed and released to the public!

Outside of this specific project, I've also had the opportunity to travel to the field to visit two mine drainage treatment facilities where I observed treatment of alkaline drainage. Observing this active treatment out in the field gave me a better understanding of the information I'm working with in the AMDTreat project. I also assisted Pittsburgh staff during an outreach event at a local elementary school and helped teach and conduct an experiment about acid mine drainage with students in grades K-5.

*The Office of Surface Mining Semester Internship Program provides a career exploration opportunity for undergraduate and graduate students and recent graduates. Sathiyar Sivakumaran is the OSMRE Youth Program Coordinator.*



## 2019 Federal Employee Viewpoint Survey

By: Kermit Howard, DOI

From May 13 to June 24, over 25,000 DOI employees participated in the 2019 Federal Employee Viewpoint Survey (FEVS). We consider the 2019 DOI FEVS to be a success despite the Federal government shut down that occurred four months prior to the start of the FEVS. Many agencies were concerned that employees would be unmotivated to voice their opinion of the agency; however, the opposite was true at DOI. Of the Federal agencies with 70,000 or more employees, DOI had the second highest response rate of 52 percent. DOI exceeded the Federal government-wide response rate by 15 percent.

DOI's high response rates can be credited to the outstanding work of the FEVS/Employee Engagement Community of Practice (FEVS/EE CoP); DOI Diversity Change Agents; bureau Human Resources representatives; Office of Policy, Management and Budget; Office of Civil Rights; Office of Human Capital; and the Partnership for Public Service to host the inaugural FEVS Day on May 15 in the Main Interior Building's Bison Bistro. FEVS/EE CoP practitioners spoke directly with employees and hosted a panel discussion to inform how DOI leaders utilized FEVS results to improve their organization and enhance employee engagement.

Another contributing factor to DOI's high response rate is DOI's Chief Human Capital Officer Raymond Limon who challenged all Human Capital Officers to increase the response rates for their respective bureaus. The bureaus with the highest response rates were the Office of the Inspector General (88%), Bureau of Ocean and Energy Management (81%), and the Bureau of Safety and Environmental Enforcement (77%). The Office of Surface Mining and Reclamation Enforcement was "most improved" with a 55 percent response rate.

We want to give special thanks to Ms. Jackie Cunningham Davis who brought her high energy and innovative ideas to help increase employee engagement. Jackie is a Park Ranger (Education Specialist) with the National Park Service and was detailed to the Office of Human Capital to support the 2019 FEVS. Jackie took the OHC motto of "You Said! We Did!" and educated the DOI workforce how the FY18 FEVS results led to policy changes across the Department. She also established tools that will enable DOI's workforce to focus on employee development. Jackie's dedication and commitment made a noticeable difference in enhancing employee engagement across the Department.

Finally, OHC would like to thank every employee who participated in the 2019 FEVS. Because of your input, DOI leaders can make strategic decisions about where to allocate resources and make improvements at the office, bureau, and Department levels.

Like you, we believe DOI has a special mission and we want to make it the best place to work. Your dedication and sacrifice to public service make significant impacts upon millions everyday. We look forward to sharing the 2019 FEVS results with you all in the coming months.

### BY THE NUMBERS

**25,599** participants

**52%** response rate

**15%** above the government-wide response rate

**2<sup>nd</sup>** highest response rate among large agencies

#### Top 3 Highest Response Rates:

OIG - 88%  
BOEM - 81%  
BSEE - 77%

#### Most Improved:

OSMRE - 55%



Park Ranger Jackie Cunningham Davis led the 2019 FEVS campaign. Photo by Kermit Howard, DOI.

## *Six Takeaways from the DEOH Updates*

By: Landon Mock, DOI

This June, OPM released its first major updates to the Delegated Examining Operations Handbook (DEOH) in over a decade. The DEOH provides guidance to agencies on all things related to competitive examining for hiring. Here are six key takeaways from the update:

1. **New certification requirements** – In Chapter 1, Section D, OPM outlines new requirements for delegated examining certification. OPM requires individuals that conduct or audit delegated examining activities (e.g., issuing certificates of eligibles) to be certified. Beginning in 2019, individuals must pass a proctored, in-person certification exam in order to receive certification AND in order to be re-certified.
2. **Job analysis** – In Chapter 2, there is a new section highlighting the importance of HR's collaboration with the hiring manager when performing a job analysis. Section C, which deals with identifying assessment tools, has been expanded to include a wide array of considerations when developing your assessment strategy and pros and cons for various types of assessment tools. For one such assessment tool, the ACWA, OPM explicitly states that agencies are not bound to use the ACWA as long as they use an assessment tool meeting the requirements in 5 CFR Part 300 (note: ALL assessment tools must meet those requirements).
3. **Recruiting and announcing the job** – In Chapter 3, OPM provides updated resources and requirements for recruitment, including an 8 point recruitment roadmap, strategies for developing a recruitment strategy,

requirements for communication touch points with applicants, plain language and page requirements for job opportunity announcements (JOAs), and expanded information on how to create an effective JOA.

4. **Accepting and reviewing applications** – Some of the 2010 Hiring Reform requirements, including the elimination of KSA narratives upon initial application and accepting résumé only application packages, are listed in chapter 4. There is also information to allow for more effective screening of applicants, including guidance on limiting the number of résumé pages and using verification boxes for occupational questionnaires to ensure applicants are not inflating their qualifications.
5. **Assess applicants** – Chapter 5 of the DEOH is all about assessing applicants. The biggest addition to this section is a series of illustrative hiring scenarios and guidance for multiple hurdled assessments. This section now provides additional, detailed information on how varying assessment strategies can be used to effectively hire for differing types of vacancies.
6. **Certifying eligibles, reporting, and accountability** – Information on category rating, including what to do when merging categories, has been moved to Chapter 6 of the DEOH. Chapter 7 contains updated requirements for delegated examining reporting and additional guidance on self-audits.

OPM has provided a [comprehensive summary of the major updates](#) to the DEOH, and you can also view the [updated DEOH](#) in its entirety on OPM's website.

## *DOI Career Pathing, coming this summer!*

Leadership at the Department of the Interior (DOI) is committed to giving employees a clear understanding of what it takes to progress within a particular function, *or perhaps even across functions*, and to obtain more senior level positions within the Department. The first step toward that vision is to make information on DOI career paths available on DOI.gov by October 2019. "At DOI, there are over 300 occupations that are required to carry out our missions, in a variety of locations and career levels. The opportunity to put that information in the hands of our most valuable resource, the employees, is too great to pass up," said Raymond Limon, DOI Chief Human Capital Officer.

The Department will focus first on mission critical and densely populated occupations, which represent almost 30,000 current employees. "We think DOI employees may have already realized, or be realizing, the shift in thinking about careers as a journey rather than as a straight path," said Robyn Rees, the Office of Human Capital Project Manager for this effort. After the initial launch, DOI will add information on additional occupations and will continue to expose connections between competencies that cross occupations to provide a broader view of roles to explore.

For each occupation, the website will provide an overall description, the typical workplace environment, videos from DOI employees sharing their career stories, and information on strengths required at varying levels of seniority. "I am delighted to be at DOI representing a vision I am committed to as an agency employee, an employee of the federal government, as a citizen, and as a mother raising members of the future workforce," said Rees.

Employees interested in participating should contact the DOI Office of Human Capital. "In order to achieve the full vision, it will take continued commitment, champions in the field, and time," said Rees.

## Training Opportunities & Important Dates

8/2	OSMRE established in 1997
8/21	Women's Equality Day Event
8/23	Last day of the Feds Feeds Families campaign
8/25	NPS established in 1916 (fee-free day)
9/2	Labor Day (holiday)
9/9	2019 Combined Federal Campaign begins
9/11	National Day of Service & Remembrance
9/12	DOI Honor Awards Convocation Ceremony
9/28	National Public Lands Day (fee-free day)
10/14	Columbus Day (holiday)
10/31	Halloween
11/7	DOI Veterans Day Ceremony
11/11	Veterans Day (holiday, fee-free day)
11/28	Thanksgiving Day (holiday)

More online:

- [Computer/Electronic Accommodations Program](#) - View CAP training modules to learn how to hire employees with disabilities and provide reasonable accommodations.
- [DOI University Course Catalog](#) - DOI University delivers a wide range of courses available to all Federal employees and members of tribal governments.
- [DOI Talent](#) - Employees can find courses and transcripts in DOI Talent.
- [Center for Leadership Development \(CLD\)](#) - CLD curriculum establishes a single, standardized framework for federal HR practitioners.
- [OPM Federal Training and Development Wiki](#) - The OPM Wiki was created for Federal government training and development practitioners.

## Shout-Out!

Want to recognize a DOI employee? Send your stories and photos to [doi\\_office\\_of\\_human\\_resources@ios.doi.gov](mailto:doi_office_of_human_resources@ios.doi.gov).

**Peri Sasnett**, NPS Science Communicator, was selected as a fellow for the 2019 Jackson Wild Media Lab, which will be held in September at Grand Teton National Park.



**BLM Officer Mike Carpenter and K9 Enzo's** special bond was featured in a March 2019 article in the [Santa Fe New Mexican](#).



The **BIA Great Plains Regional Office** celebrates #NationalSelfieDay on June 21.



**Wendi Weber**, Regional Director of the FWS Northeast Region, was selected by Government Executive magazine for the [2019 Theodore Roosevelt Government Leadership Awards](#). Ms. Weber will be honored on at the Government Hall of Fame Gala on September 19 in Washington, DC.

