

# Reclamation Manual

## Directives and Standard

**TEMPORARY RELEASE**  
(Expires 11/24/2012)



United States Department of the Interior  
OFFICE OF THE SECRETARY  
Washington, DC 20240



APR 21 2011

Memorandum

To: Bureau and Office Heads  
Assistant Secretaries

From: Bernard Mazer  
Chief Information Officer

Subject: Hiring Controls on Positions and Personnel Significantly Engaged in  
Information Technology Management and Operations

The purpose of this memorandum is to outline the plan for implementing hiring controls that have been developed in conjunction with the Human Resources (HR) community to support the Department of the Interior's (DOI's) IT Transformation and minimize, to the fullest extent possible, adverse impacts to our employees.

Secretary Salazar signed Secretarial Order (S.O.) 3309 on December 14, 2010. As a result, a transition plan is being developed and scheduled for delivery on or before June 14, 2011. This plan will outline the planned organization of IT functions in the Department and Bureaus to ensure a 21<sup>st</sup> century model of IT services in support of our collective DOI missions and will outline at a high level actions and schedules necessary to transition to the new functional model. A copy of the S.O. may be found at the following link:

[http://elips.doi.gov/app\\_so/act\\_getfiles.cfm?order\\_number=3309](http://elips.doi.gov/app_so/act_getfiles.cfm?order_number=3309)

We have identified the potential to realize upwards of \$500 million dollars in savings through IT Transformation, and we have provided those projections to the Office of Management and Budget (OMB). Part of these savings will need to be realized by administering labor costs associated with staffing and operating aging computer facilities. In order to plan and implement IT Transformation, it is important to proceed with care while plans and alternatives are more fully explored. Our current estimates of Full-Time Equivalents (FTEs) significantly engaged in IT related activities specific to this initiative exceed industry and government benchmarks. By working together as an integrated IT community, we believe we can develop a plan to reduce organizational redundancies and improve the quality, consistency, and interoperability of IT products and services. As such, a very real potential exists that staffing levels present in our current organizations may exceed our needs within the Department as the IT Transformation effort proceeds.

This is a challenge we all share and one that we want to work together to manage collectively. In the near term, carefully managing vacancies associated with IT transformation is an important

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step we can collectively take to minimize future impacts to our employees and operations. We also recognize that we need to provide our employees with detailed communications and as much clarity as possible regarding the future shape of the organization as these efforts evolve. We look forward to working together with you to identify and plan the best ways to do this.

We are exploring all possible options and tools available to support this effort. As we proceed, we will identify the benefits and risks, and communicate with Bureau and Departmental leadership the options and strategies we develop with Bureaus and their respective HR communities.

Implementing hiring controls will be a phased process. The initial phase will begin with placing a hold on filling positions that are most likely to be impacted over the near term. Hiring restrictions will initially be limited to positions most likely to be impacted by S.O. 3309 over the next two fiscal years. This would occur primarily for those personnel who manage and provide IT Operations and Maintenance (O&M) activities at specific locations across DOI's jurisdiction. Specifically, hiring controls will apply to the following Office of Personnel Management (OPM) job series specific to Bureau and Office dedicated IT organizations:

- 0390 (Telecommunications Processing Series)
- 0391 (Telecommunications Series)
- 0392 (General Telecommunications Series)
- 0854 (Computer Engineering Series)
- 0856 (Electronics Technical Series – non radio/incident support personnel)
- 1550 (Computer Science Series)
- 2210 (IT Management Series – Does not apply to software developers, data base administrators, or custom i.e., non operating systems software maintenance personnel )

All requests to fill vacancies on a permanent basis in the job series and positions described above should follow the procedures outlined in the **Waiver Process** section, below.

Bureaus and Offices are encouraged to avoid filling vacancies as they arise in these positions. If it is necessary to fill a vacancy in order to fulfill critical mission support, Bureaus and Offices are highly encouraged to fill vacancies in these positions by using details offered to existing employees or by filling positions on a term or temporary basis. Durations for term and temporary positions should follow normal, established HR procedures. Additionally, where practical, Bureaus and Offices may consider using contractors and/or interns through the Student Temporary Employment Program.

Vacancy announcements for the series listed above published on USAJOBS for which an official job offer has been made prior to the signature date of this memorandum may be filled at this time. The decision to extend offers for those positions which have been paneled, interviewed, and/or have a selected candidate but for which an offer has not been made as of the signature date of this memorandum will be left to the discretion of the jurisdictional executive. Otherwise, authority to fill future vacancies will need to be handled on a case-by-case basis through the

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waiver process discussed below. Bureau and Office HR organizations will be expected to monitor all hiring activities to ensure conformance with this policy.

Additionally, in order to support the IT Transformation planning efforts, the OCIO will immediately begin working with the DOG, ADIRs, and Chief Human Capital Officers (CHCOs) communities to formulate and implement a work force planning team to support IT Transformation over the next several fiscal years. This team will require membership from each Bureau and Office of DOI, primarily from the human capital and ADIR communities. The team will develop a charter and strategic plan and begin constructing organization charts and work force planning data sets to support the IT Transformation activities as they evolve, and the progress of this team will be reported to the DOG and the ADIRs on a regular basis, preferably once a quarter or more frequently, as needed.

#### **Waiver Process:**

It is recognized that mission specific situations may arise which warrant an exception to the restrictions outlined herein. Management of exceptions will be delegated to individual Bureaus. Bureaus will establish formal, internal waiver processes to ensure that vacated positions in the job series identified herein are not filled unless the vacancy meets objective criteria, which will be discussed and agreed upon by the DOG and are subject to further review and subsequent modification by the DOG and/or the OCIO. The preliminary criteria, absent further action from the DOG are:

- The vacated position is NOT impacted, directly or indirectly by IT Transformation (i.e. the position is directly related to mission application support and not mission application infrastructure); AND
- There is no opportunity to fill the need from a position that is impacted by IT Transformation; OR
- The vacated position represents a mission critical need for the Bureau, and the need cannot be met by contractors, detailees from other Bureaus, collateral duty from other IT staff within the Bureau or from other Bureaus, or internal hires.

Transparency in this process is of paramount importance. Bureaus will need to maintain detailed documentation supporting decisions made to backfill vacated positions in the job series above. In addition, Bureaus will need to report hiring activities in these job series monthly or more frequently to the OCIO, and progress toward staffing reductions will be reported at regularly scheduled monthly DOG meetings. The OCIO will provide templates to assist in documenting hiring decisions and for reporting on staffing levels within 30 days after the issuance of this memo.

In addition, the DOG will evaluate results of the hiring restrictions within six months after the issuance of this memo to determine how staffing levels are proceeding and to decide on recommendations for changes and adjustments to the process, if needed.

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Questions or comments about this policy or any matter related to IT Transformation may be emailed to: [Lawrence.Gross@ios.doi.gov](mailto:Lawrence.Gross@ios.doi.gov).

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