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Description of document: Organizational Assessment of the Department of the Interior, Office of the Secretary, 2011

Requested date: 13-February-2019

Release date: 12-March-2019

Posted date: 28-October-2019

Source of document: FOIA Request  
Department of the Interior  
Office of the Secretary, FOIA Office  
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# United States Department of the Interior

OFFICE OF THE SECRETARY

Washington, DC 20240

IN REPLY REFER TO:  
7202.4-OS-2019-00483

March 12, 2019

Via email

On February 13, 2019, you filed a Freedom of Information Act (FOIA) request seeking the following:

A copy of the Organizational Assessment of the Office of the Secretary, conducted and prepared by Grant Thornton LLP under contract IND11PD40454, parent award GS23F9763H, in approximately 2012.

Your request was received in the Office of the Secretary FOIA office on February 13, 2019, and assigned control number **OS-2019-00483**. Please cite this number in any future communications with our office regarding your request.

We are writing today to respond to your request on behalf of the Office of the Secretary. Enclosed, please find the electronic file consisting of 52 pages which are being released to you in their entirety.

Because your entitlements as an “other-use requester” (*see* 43 C.F.R. § 2.39) were sufficient to cover all applicable FOIA charges, there is no billable fee for the processing of this request. This completes our response to your request.

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Sincerely,

CLARICE JULKA

Digitally signed by CLARICE  
JULKA  
Date: 2019.03.12 10:39:57 -04'00'

Clarice Julka  
Office of the Secretary  
FOIA Officer

19-00483 Electronic Enclosure



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# Administrative Function Review

*Current State Analysis with Impacts*

**Department of the Interior  
Office of the Secretary**

**OCTOBER 2011**



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### SCOPE OF REPORT

This report, published in October 2011, provides an assessment of current access, availability, and use of administrative support functions within the Office of the Secretary.

### SYMBOLS USED THROUGHOUT THIS REPORT



Impact



Reference



Common Insights

# Summary of Findings

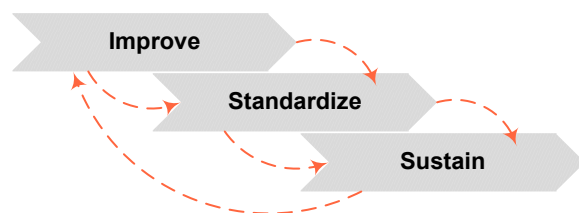
## Purpose of the Administrative Function Review

### Purpose

This report provides a current state analysis of administrative activities performed within the Office of the Secretary (OS). This is the first of two reports, which evaluates how administrative work is performed and identifies opportunities for improved consistency, efficiency, and effectiveness. The second report is an alternative models analysis and will consider findings and observations from the current state analysis.

### Background

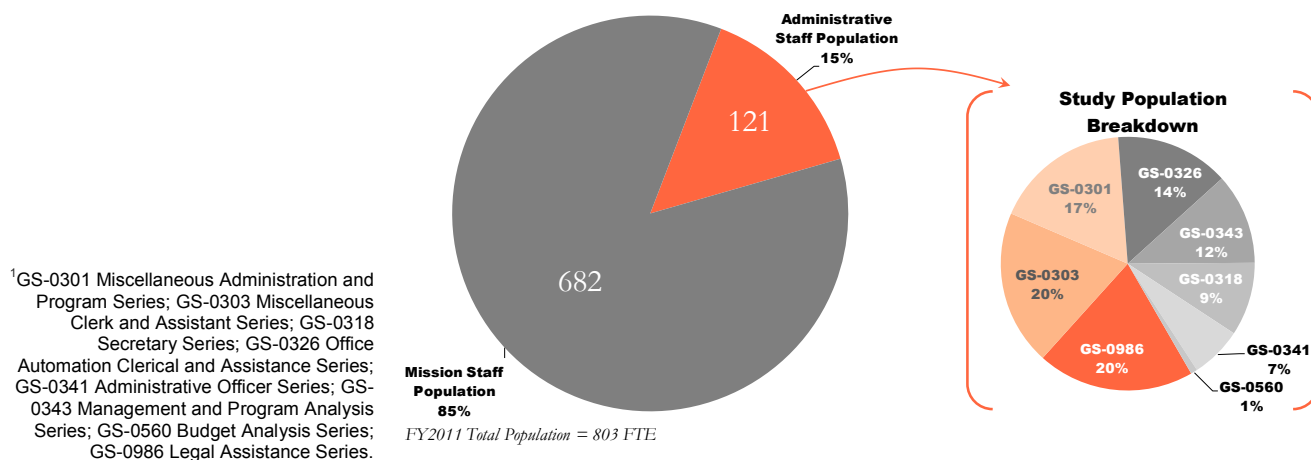
The Office of the Assistant Secretary for Policy, Management, and Budget (PMB) within OS seeks to **Improve, Standardize, and Sustain Administrative Functions** across OS.



There are two categories of administrative activities: (1) administrative functions and (2) general administrative support. Administrative activities are a material portion of OS activity and costs. Administrative functions include administrative activities in support of functional areas such as human resources, acquisitions, and budget, among others. General administrative support includes administrative activities related to time and attendance; travel arrangements; document and file maintenance; and correspondence control.

Approximately 15% of the OS workforce (121 employees) are administrative staff (see figure below). Refer to page 17 for further details on the administrative staff population.

The assessment team performed a current state analysis on administrative and mission staff populations, but placed particular emphasis on the efficiency and effectiveness of the administrative staff.



### Summary of Key Findings

The team used quantitative and qualitative assessment tools to evaluate the current state. The overarching themes that emerged as a result of the analysis included: *disproportionate alignment of administrative support*, *inconsistent service quality and delivery*, and *uncertain career progression for administrative staff*.

Key findings are grouped by these overarching themes as they relate to centralization, training, distribution of work, career progression, and communication.

In addition to the themes, two goals surfaced as a result of data gathering and collection:

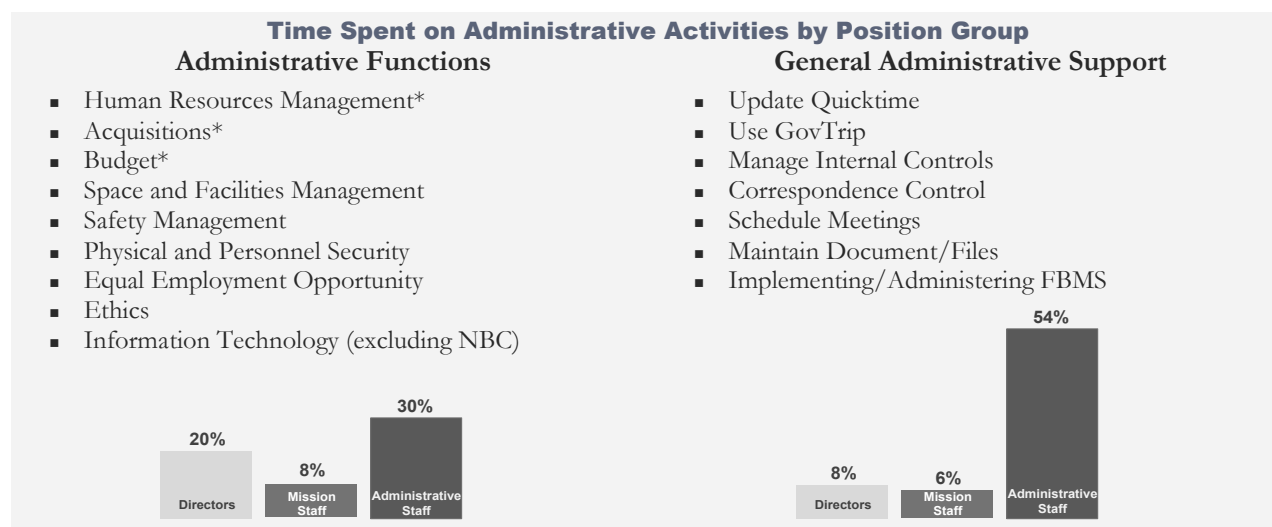
- Provide quality general administrative support in the most effective, efficient manner
- Develop a trained workforce that uses available resources to support additional analytical responsibilities

These themes and goals served as our guide in the identification and analysis of findings.

### Disproportionate Alignment of Administrative Support

Information gathered from the *Management Activity-Time Estimate Tool* and the *All-Employee Survey* provided insight into the distribution of administrative support work across OS, and specifically, into the amount of administrative support performed by administrative and mission staff. Specific findings include:

- Time Spent on Administrative Activities
  - ◇ Mission staff spend 14% of their time performing administrative activities. This percent is within the range of other federal entities identified (see page 30).
  - ◇ Within mission staff, senior leadership spend 28% of their time performing administrative activities.
  - ◇ Administrative staff spend 84% of their time performing administrative activities. From this, the assumption is administrative staff are either not fully utilized or are spending time performing other types of work.



\*These activities are further defined on page 45.



# Summary of Findings

- Distribution of Administrative Staff  
Administrative staff are not distributed evenly across OS offices. The administrative staff to mission staff ratios for the Assistant Secretary and Deputy Assistant Secretary Offices are:

- ◇ Assistant Secretary PMB: 1 to 2
- ◇ Information, Technology and Business Services: 1 to 5
- ◇ Youth Partnerships: 1 to 5
- ◇ Policy and International Affairs: 1 to 6
- ◇ Human Capital and Diversity: 1 to 8
- ◇ Law Enforcement, Security, and Emergency Management: 1 to 8
- ◇ Natural Resources Revenue: 1 to 17
- ◇ Budget, Finance, Performance, and Acquisition: 1 to 19
- ◇ Across Policy, Management, and Budget is 1 to 7 (excluding Natural Resources Revenue) and 1 to 11 (including Natural Resources Revenue)
- ◇ 19% of the offices do not have dedicated support

- Work Distribution Drivers

- ◇ Technology is shifting workload from administrative staff to mission staff. Mission staff are more likely to perform administrative activities themselves when technology interfaces are available, such as Microsoft Outlook scheduling, GovTrip, and Quicktime.
- ◇ Mission staff receive support requests related to their specific functional expertise.
- ◇ Employees within their own office are requesting administrative support within their designated functional area (e.g., a

Financial Specialist requesting administrative support related to finance from a Staff Accountant in the Office of Financial Management).

## *Inconsistent Service Quality and Delivery*

Responses received through *interviews*, *focus groups*, and the *All-Employee Survey* highlighted areas lacking consistency and standardization of policies and procedures related to service delivery, training, knowledge management, and communication. Specific findings include:

### **Service Delivery**

- Service levels are not explicit nor documented. Persistence, position, and relationships are essential to getting responsive service.
- Operating procedures are undocumented or non-standardized for administrative support functions.
- Roles and responsibilities of administrative staff are not clearly defined, nor are they consistent across position descriptions and individual performance plans.
- Awareness and use of available technology designed to facilitate particular functions is inconsistent among administrative staff.

### **Training**

- Administrative staff lack standardized skill sets.
- Administrative staff are not aware of or have access to formal on-the-job training. Although, DOI does have an on-line resource available (<http://www.doi.gov/hrm/pmanager/ed6b.html>), it is neither accessed nor rich in useful information.

### Knowledge Management

- Staff need a consolidated resource to reference policies, procedures, or guidelines to support the completion of administrative functions.

### Communication

- Administrative staff do not have a mechanism (e.g., informal mentoring relationship, standing official forum, etc.) to discuss challenges, best practices, or lessons learned.
- Relationships with external service providers, such as the National Business Center (NBC) or the Bureau of Safety and Environmental Enforcement (BSEE), formerly Bureau of Ocean Energy Management, Regulation and Enforcement, are undefined, thus reducing responsiveness and the quality of service.
- Points of contact for administrative services are unclear or undefined.
- Feedback on employee performance does not exist outside of the annual performance cycle.

### Implementation of the Financial and Business Management System (FBMS)

- Administrative staff will have access to FBMS but most of their effort will involve the interfacing systems such as Quicktime and GovTrip. In addition, 119 roles will be performed across OS including roles performed by administrative and mission staff:
  - ◇ Acquisition: Administrative staff will now use an electronic requisition form replacing the antiquated paper form to enter requisitions. These requisitions will then be processed by NBC.
  - ◇ Fleet, Travel, and Financial Assistance:

Roles in these functional areas are applicable to Insular Affairs, Office of the Solicitor, Office of the Inspector General, Office of the Special Trustee, Office of Policy Analysis, and the Office of Wildland Fire Coordination.

- The greatest impact on administrative staff will be to learn the new interface and accounting stream changes to GovTrip and Quicktime.

### *Uncertain Career Progression for Administrative Staff*

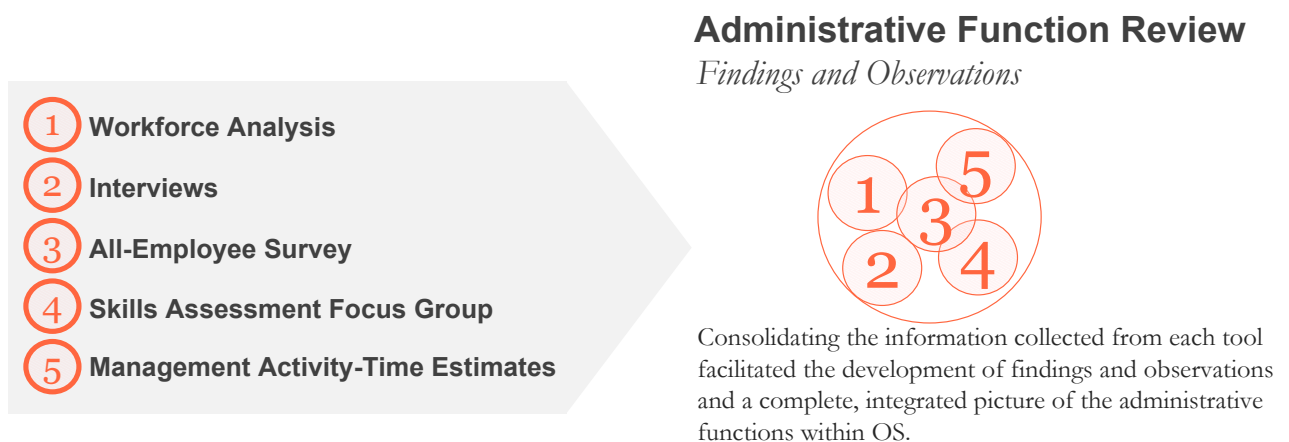
Historical human resources data obtained through the *Federal Personnel Payroll System* (FPPS) and insight provided from *interviews* revealed:

- A clear and defined career progression track does not exist for administrative staff;
- The complexity of administrative services provided by administrative staff does not increase proportionately with increase in grade level -- in other words, identical administrative services are being provided by individuals across a range of grade levels; and
- 18% of the administrative staff have passed their retirement eligibility date.

# Methodology

## Current State Assessment

The administrative function review is an analysis of the delivery of administrative support within OS. The assessment team used quantitative and qualitative data collection tools and consolidated findings into a single, integrated current state assessment of the OS administrative support functions.



### *Definition of Administrative Support Functions*

For the purpose of this Administrative Function Review, the assessment team defines administrative support functions in two categories: (1) administrative functions and (2) general administrative support.

- Administrative functions include administrative support related to Human Resources Management; Acquisitions; Budget; Space and Facilities Management; Safety Management; Physical and Personnel Security; Equal Employment Opportunity; Ethics; and Information Technology (excluding NBC). For example, this assessment is not a review of the human resources function, but a review of the administrative activities supporting human resource activities.
- General administrative support includes updating Quicktime; using GovTrip; managing internal controls; maintaining correspondence control; scheduling meetings; maintaining documents and files; implementing and administering FBMS.

## 1 Workforce Analysis

The assessment team analyzed FPPS data to calculate staffing metrics for the administrative staff population, including: current administrative support to total personnel ratios; average years of service; retirement eligibility; and availability of career progression. This analysis highlights the organization's vulnerability to the loss of institutional knowledge, the need for OS to maintain a cadre of experienced administrative staff and implement procedures to ensure cross-training. Specific analysis includes:

- Administrative to total staff ratios
- Average tenure (in years) of administrative staff
- Administrative rookie ratio (*percent of administrative staff with less than two years of service*)
- Administrative stability ratio (*percent of administrative staff with more than three years of service*)
- Average days to fill vacancies across OS
- Retirement eligibility risk

Further definition of metrics can be found on page 18.

## 2 Interviews

The assessment team conducted two phases of interviews. *Phase I* consisted of discussions with the Assistant Secretary of PMB along with the Deputy Assistant Secretaries and senior leadership to develop an understanding of the functionality of administrative support. A

subcomponent of the Phase I interviews was a discussion with *select administrative* support staff understand their roles, responsibilities, and familiarity with FBMS. Overall, 51 interviews were conducted during Phase I.

For *Phase II*, the assessment team interviewed the senior staff from the Offices of the Assistant Secretary for Land and Minerals Management; Water and Science; Fish and Wildlife and Parks; and Indian Affairs; the Office of Insular Affairs; the Offices of Congressional and Legislative Affairs, Communications, and Intergovernmental and External Affairs; and Deputy Secretary. These interviews provided insight into how their administrative support services are supported by PMB or are delivered within each office. Overall, nine interviews were conducted during Phase II.

## 3 All-Employee Survey

The assessment team worked with the ESC to develop the *All-Employee Survey*, which was sent to OS staff to understand the perceived utilization, availability, and distribution of administrative support across OS offices. Specifically, the survey asked respondents to indicate: a) if they know whom to contact to access administrative support, b) if so, their

point of contact, and c) their thoughts on the availability, timeliness, and accessibility of administrative support.

## 4 Skills Assessment Focus Groups

The skills assessment focus groups enabled senior leadership to identify potential developmental needs through the assessment of current skill sets of administrative staff in the following areas:

- Budget
- Human Resources
- Communications
- DOI Policy and Tools
- Procurement and Contracting
- General Skills

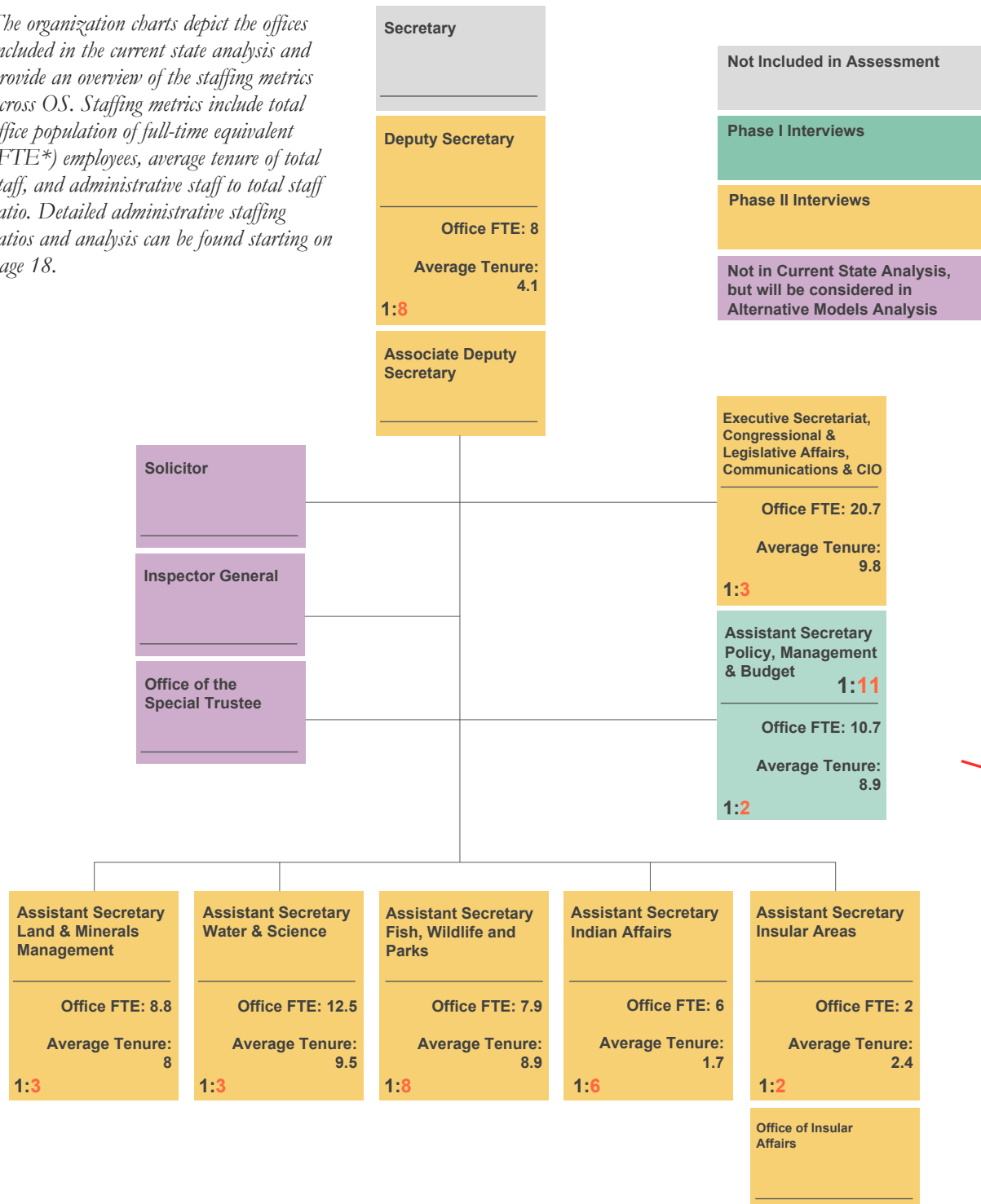
The focus groups also provided a venue for participants to openly share thoughts on how to improve administrative support across OS.

## 5 Management Activity-Time Estimates

The *Management Activity-Time Estimate Tool* requested senior leadership to input the percentage of time spent performing general administrative tasks and administrative functions support for each of their employees. The assessment team collected activity-time values data to analyze the distribution of non-mission related work across and between offices to identify the relative administrative burden each discrete office either assumes or displaces.

# Organization Overview: Office of the

The organization charts depict the offices included in the current state analysis and provide an overview of the staffing metrics across OS. Staffing metrics include total office population of full-time equivalent (FTE\*) employees, average tenure of total staff, and administrative staff to total staff ratio. Detailed administrative staffing ratios and analysis can be found starting on page 18.



\*The definition for FTE can be found on page 50.

# e Secretary by the Numbers

|   |
|---|
| Assistant Secretary<br>Policy, Management<br>& Budget |
| 1:11  |
| Office FTE: 10.7                                      |
| Average Tenure:<br>8.9                                |
| 1:2   |

|   |   |  |  |  |   |   |
|---|---|--|--|--|---|---|
| Budget, Finance,<br>Performance &<br>Acquisition<br>1:19<br>Office FTE: 7.6<br>Average Tenure:<br>10.4<br>1:5 | Policy &<br>International<br>Affairs<br>1:6<br>Office FTE: 3<br>Average Tenure:<br>9.7<br>2:3 | Technology,<br>Information &<br>Business<br>Services<br>1:5<br>Office FTE: 3<br>Average Tenure:<br>15.2<br>1:3 | Human<br>Capital &<br>Diversity<br>1:8<br>Office FTE: 3<br>Average Tenure:<br>19<br>1:3                  | Law Enforcement,<br>Security &<br>Emergency<br>Management<br>1:10<br>Office FTE: 5.2<br>Average Tenure:<br>10.5<br>1:2 | Youth,<br>Partnerships<br>& Service<br>1:5+<br>Office FTE: 1<br>Average Tenure:<br>2<br>1:3 | Natural<br>Resources<br>Revenue<br>1:17<br>Office FTE: 12.6<br>Average Tenure:<br>10<br>1:4 |
| Budget<br>Office FTE: 36.6<br>Average Tenure:<br>8.6<br>1:18  | Environmental<br>Policy &<br>Compliance<br>Office FTE: 38.9<br>Average Tenure:<br>13.2<br>1:7 | Collaborative<br>Action & Dispute<br>Resolution<br>Office FTE: 5.3<br>Average Tenure:<br>9.2                   | Human<br>Resources<br>Office FTE: 26.2<br>Average Tenure:<br>7.3<br>1:13                                 | Emergency<br>Management<br>Office FTE: 21.9<br>Average Tenure:<br>7.8<br>1:22  | Youth in the<br>Great Outdoors<br>Office FTE: 3.7<br>Average Tenure:<br>4.4                 | Natural Resources<br>Revenue<br>Office FTE: 595.2<br>Average Tenure:<br>13.1<br>1:18        |
| Financial<br>Management<br>Office FTE: 31.4<br>Average Tenure:<br>8.6<br>1:31                                 | International<br>Affairs<br>Office FTE: 15.9<br>Average Tenure:<br>7.5<br>1:4                 | Geospatial<br>Information<br>Officer<br>Office FTE: 1<br>Average Tenure:<br>10.8                               | Occupational<br>Safety & Health<br>Office FTE: 7<br>Average Tenure:<br>9.4<br>1:5                        | Law Enforcement<br>& Security<br>Office FTE: 38.1<br>Average Tenure:<br>6.7  |   |   |
| Planning &<br>Performance<br>Management<br>Office FTE: 8.2<br>Average Tenure:<br>13.8<br>1:8                  | Native<br>Hawaiian<br>Relations<br>Office FTE: 2<br>Average Tenure:<br>3.7                    | Valuation<br>Services<br>Office FTE: 73.1<br>Average Tenure:<br>9.4<br>1:6                                     | Strategic Employee<br>& Organizational<br>Development<br>Office FTE: 65.1<br>Average Tenure:<br>4<br>1:7 | Wildland Fire<br>Coordination<br>Office FTE: 22.4<br>Average Tenure:<br>12.3<br>1:11                                   |   |   |
| FBMS<br>Implementation<br>Office FTE: 1<br>Average Tenure:<br>18.6  | Restoration &<br>Damage<br>Assessment<br>Office FTE: 9.6<br>Average Tenure:<br>13.2           | Hearings &<br>Appeals<br>Office FTE: 99<br>Average Tenure:<br>10.7<br>1:4                                      | Civil Rights<br>Office FTE: 20.6<br>Average Tenure:<br>11.5<br>1:12                                      | Interagency<br>Borderland<br>Coordinator<br>Office FTE: 1<br>Average Tenure:<br>1.1                                    |   |   |
| Acquisition &<br>Property<br>Management<br>Office FTE: 81.4<br>Average Tenure:<br>11.4<br>1:27                | Policy<br>Analysis<br>Office FTE: 24.3<br>Average Tenure:<br>13.3<br>1:9                      | Chief<br>Information<br>Officer<br>Office FTE: 88.2<br>Average Tenure:<br>5.9<br>1:9                           |  |  |   |   |
| Small &<br>Disadvantaged<br>Business<br>Utilization<br>Office FTE: 5<br>Average Tenure:<br>9.2                |   | National<br>Business<br>Center   |  |  |   |   |

+A program assistant for Youth, Partnerships, and Service was identified in FPPS data for FY2011. However, based on feedback received in the Management Activity-Time Estimate Tool, the program assistant is now supporting another office.

## How to read this org chart

|  |   |
|--|---|
| Budget, Finance,<br>Performance &<br>Acquisition | Office name   |
| 1:19   | Admin FTE to Total Office FTE Ratio for All DAS Offices   |
| Office FTE: 7.6                                  | Total office FTE  |
| Average Tenure:<br>10.4                          | Average tenure (in years)* of total staff                 |
| 1:5  | Admin FTE to Total Office FTE Ratio for individual office |

\*Average Tenure based on information from FPPS data. Represents number of years spent within DOI OS offices; does not include time spent within other bureaus or agencies.

# Financial and Business Management

## Majority of FBMS Roles will be Performed by NBC Personnel

Implementation of FBMS will primarily impact administrative staff roles in the areas of requisition, personal property management, Reimbursable Service Agreements, management approval for purchase, and the interface with GovTrip and Quicktime.

### FBMS Change Readiness Overview

The implementation of FBMS will address three major operational improvements:

1. Streamlined business processes,
2. Improved internal controls, and
3. Increased reporting capability

These benefits will require changes to business processes throughout the department and consequently impact DOI staff, including administrative staff. Although administrative staff will have minimal direct access to FBMS, the business process changes will affect their daily processes. Per our discussion with the FBMS Implementation Team, the deployment team at the Bureau of Safety and Environmental Enforcement, and the FBMS training brownbag, the business process changes that will directly affect the administrative staff's workload include:

- Requisition
- Personal property management
- Reimbursable service agreements

- Interface and accounting code changes in GovTrip and Quicktime
- Approvals required as a result of purchasing IT equipment

### *Change Management*

As with any system implementation the change management process is one of the biggest challenges. The implementation of FBMS will impact a wide variety of user groups. To prepare the FBMS user community, the implementation team has provided multiple training sessions.

- The implementation team has provided brown bag training.
- More in-depth training for FBMS users is underway; these sessions focus on hands on applications within specific function areas.
- As part of the planning process, crosswalks were developed to map current positions to roles in FBMS. This effort will continue post-implementation as new FBMS users are identified, which will be managed as a combined effort between NBC and the OS FBMS Implementation Office.



# System Implications

## *Communications*

The implementation of FBMS has been widely publicized throughout the department. Changes of this magnitude will have impacts on daily operations moving forward.

- The implementation of FBMS will require greater communication between NBC and the OS staff as the majority of administrative staff will not have access to FBMS.
- There is currently limited workflow management within FBMS. For instance, users may need to email or call the next approver when action is needed in the system, making it imperative for users to know the individuals within their chain of approval.
- To support implementation, users encountering issues will contact the central helpdesk managed by NBC, however mid-level support tickets will be routed to the OS internal helpdesk managed by the OS implementation office.

## *Interaction with FBMS by the Administrative Staff*

Administrative staff currently have minimal direct access to FBMS, but will have extensive access to interfacing systems such as Quicktime and GovTrip. Currently, there are 119 FBMS roles performed by OS staff, excluding NBC. Selected administrative staff will have FBMS roles in the area of requisitions.

- The majority will have multiple roles in the areas of requisitions, personal property, and reimbursable service agreements.
- Additional roles may be performed by administrative staff in the areas of fleet, travel, and financial assistance. However, these roles are only applicable for the following offices: Insular Affairs, Office of the Solicitor, Office of Inspector General, Office of the Special Trustee, Policy Analysis, and Wildland Fire.
- Offices without requisitioner roles will use NBC to process requisitions through FBMS as this is an infrequent occurrence for the majority of staff. However, the individuals with roles in the OS offices may become points of contact for other administrative staff that do not have roles in the system.

## *External Interfaces*

The most noticeable change for administrative support staff with the implementation of FBMS is not within the system itself, but with interfacing systems, GovTrip and Quicktime. Multiple versions of both interfaces are being updated prior to the implementation of FBMS on November 7th.

- According to the implementation team, administrative staff

expressed some confusion regarding new account codes and whom to contact to get their updated codes for FBMS.

- GovTrip and Quicktime interface changes have been managed by the Office of Financial Management and NBC, respectively, while the FBMS implementation has been managed by the OS implementation office. This has required a significant level of communication between the offices to execute the implementation.



# *Current State Analysis*

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## *Summary of Analysis*

### **A WORKFORCE ANALYSIS**

*page 16*

- Study Population Analysis
- Office of the Secretary Staffing Metrics
- DAS-level Staffing Metrics
- Distribution of Grade with Occupational Series Analysis
- Full Performance Level Analysis

### **B DISTRIBUTION OF WORK**

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- Analysis of Management Activity-Time Estimates
- Requests for General Administrative Support across PMB
- Requests for Administrative Function Support across PMB

### **C TRAINING AND DEVELOPMENT**

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- Results of Skills Assessment Focus Groups

### **D QUALITY, TIMELINESS, AND AVAILABILITY**

*page 46*

- All-Employee Survey Response Analysis

# Current State Analysis

## A. Workforce Analysis

### Roles and Responsibilities of Administrative Staff are Not Clearly Defined

In addition, roles and responsibilities are not consistent with individual performance plans and position descriptions. Though many administrative staff perform the same roles as their peers, their grade level and/or occupational series are inconsistent.

“The improvement of position descriptions would weed out unqualified candidates, and as a result, OS would become more efficient. Managers should ask the question, ‘what is it that I really need,’ and craft the PD accordingly.

- Interview response

#### Summary of Observations

- The average number of days a DOI employee remains in their position beyond their retirement eligibility date is 1,132 days. 18% (18 FTE based on the population used for the retirement eligibility analysis) of OS administrative staff have already passed this date. An additional 18% of the administrative population are eligible to retire by FY2015.
- The complexity of administrative support provided by administrative staff does not increase proportionately with increase in grade level -- in other words, identical administrative services are being provided by individuals across a range of grade levels.
- Barriers to effective administrative support include lack of accountability, lack of confidence in service provided, and lack of sufficient training and knowledge. \*
- Across OS, average tenure of administrative staff is 4.6 years. Average tenure by occupational series varies greatly, ranging from less than one year to 15 years of service.

\* Common Insights represent issues or considerations expressed by several employees during the interview phases All-Employee Survey

# Administrative Staff Population Analysis

## Study Population

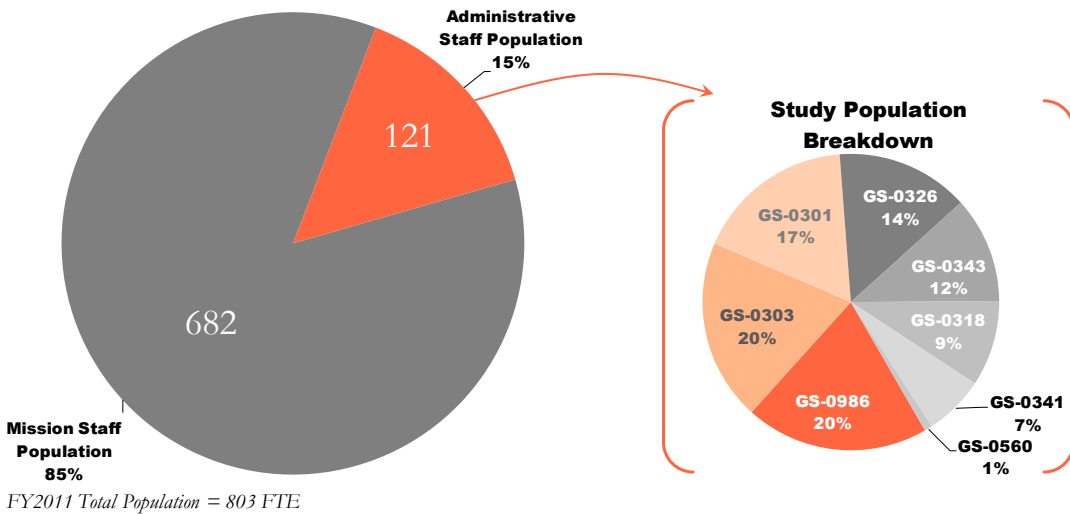
The study population for the workforce section is comprised of 121 administrative FTE from the following OS offices: Deputy Secretary; Associate Deputy Secretary; Executive Secretariat, Congressional and Legislative Affairs, Communications, and Chief Information Officer; Assistant Secretary for Policy, Management, and Budget; and the immediate offices of the Assistant Secretary Land and Minerals Management; Water and Science; Fish, Wildlife, and Parks; Indian Affairs; and Insular Affairs.

For the purposes of this study, administrative staff comprising the study population consists of staff within the Administrative Occupational Series Group (0300), including GS-0301 Miscellaneous Administration and Program Series (when specifically identified); GS-0303 Miscellaneous Clerk and Assistant Series; GS-0318 Secretary Series; GS-0326 Office Automation Clerical and Assistance Series; GS-0341 Administrative Officer Series; GS-0343 Management and

Program Analysis Series (when specifically identified). Employees from additional occupational groups were included based on responses from the *Management Activity-Time Estimate Tool* and input from the ESC (i.e., GS-0560 Budget Analysis Series; GS-0986 Legal Assistance Series).<sup>1</sup>

Interns are classified under the Office Automation Clerks/ Assistants Series, GS-0326. Interns provide a significant amount of administrative support, and thus, were included in the study population and administrative staffing ratios; however, they were not included in the retirement eligibility risk analysis as interns are not eligible. While interns do not impact OS’ workforce retirement eligibility risk, seasonal influx of internship support will be considered in the alternative models analysis report.

Throughout this report, the population used in each analysis will be denoted by an “n.” Changes in the population FTE used in the analysis will be explained where applicable.



*FY2011 total population is 803 full-time equivalent employees (FTE). Using FTE for the study population accounts for the percentage of time employees spent in their position within OS throughout FY2011.*

<sup>1</sup>The study population does not include administrative staff recently hired during FY2012, including administrative staff in the Office of Small and Disadvantaged Business Utilization and the Office of the Deputy Assistant Secretary Law Enforcement, Security & Emergency Management.

# Current State Analysis

## A. Workforce Analysis (Continued)

### Office of the Secretary Staffing Metrics (FY2011)

*n=121\**

#### Definitions of Metrics

- Percentage of Offices without Dedicated Administrative Staff - Offices without dedicated administrative staff
- Average Ratio of Administrative Staff to Total Staff - Average number of administrative staff to total staff population in OS offices
- Administrative Rookie Ratio - Percentage of administrative staff, excluding interns, leaving with less than two years of service at OS
- Administrative Stability Ratio - Percentage of administrative staff, excluding interns, leaving after three or more years of service at OS
- Administrative Separation Rate by Tenure Group - Percent of administrative staff leaving within the listed year
- Administrative Average Tenure - Average years of service of administrative staff at OS
- Average Days to Fill Vacancy - Average number of calendar days to fill a position within OS
- Days After Retirement - Average number of days DOI employees stay after retirement eligibility date has passed
- Retirement Eligibility Risk - Level of risk related to employee retirement eligibility dates; risk is classified as low, medium, or high
- “n” represents population number considered in the analysis

*\*Population does not include Office of Natural Resources Revenue (ONRR) administrative staff. ONRR administrative ratios are provided separately for comparison purposes (page 22).*

*\*\*Office Automation Clerks/ Assistants are not included in this metric, as their short tenure, due the nature of internship positions, would skew the average tenure metric.*

*\*\*\*Office Automation Clerks/ Assistants with less than one year of service were not included in the retirement eligibility risk analysis; in addition, this analysis does not include employees who have separated during FY2011. The Retirement Eligibility Risk analysis population is headcount employees.*

Percentage of Offices without Dedicated Administrative Staff

**19%**

**A**

Average Ratio of Administrative Staff to Total Staff

**1:11**

Administrative Rookie Ratio

**24%**

**B**

Administrative Stability Ratio

**76%**

Admin Separation Rate by Tenure Group

| Admin Separation Rate by Tenure Group | Admin Separation Rate | Admin Average Tenure |
|---------------------------------------|-----------------------|----------------------|
| Less than 1 Year                      | 12%                   | 0.3                  |
| 1 to 3 Years                          | 47%                   | 1.6                  |
| Over 5 Years                          | 41%                   | 17.0                 |

**C**

Average Days to Fill Vacancy (FY11)

**137 days**

Average Days to Fill Vacancy (FY10)

**141 days**

Admin Average Tenure\*\*

**9.9 years**

**D**

Retirement Eligibility Risk

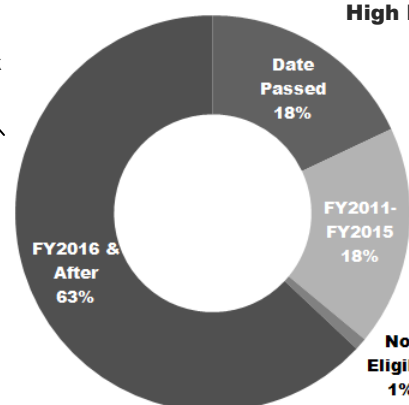
Days After Retirement

**1,132 days**

Low Risk

High Risk

Medium Risk



*n=100\*\*\**



### *Administrative Staffing Metrics*

Administrative staffing metrics provide insight into the distribution of work among administrative staff. Across OS, the average number of administrative staff to total staff is 1 to 11. Individual office ratios can be found beginning on page 20.

Nineteen percent of OS offices are without dedicated administrative staff. This contributes to the uneven distribution of administrative work to other offices and the need for sharing.

According to the FY2010 Federal Employee Viewpoint Survey, 52% of staff within OS feel their workload is reasonable; while the government-wide average is 59%.



### *Administrative Turnover Metrics*

Administrative turnover metrics provide stability, information (defined as average tenure and separation rates) on the service groups within OS. The Administrative Rookie Ratio measures the number of administrative staff, excluding interns, spending less than two years at OS; while the Administrative Stability Ratio measures the number of

administrative staff, excluding interns, spending more than three years in OS. Of those leaving their positions, 47% are leaving within one to three years of service. High turnover rates within three years leads to training and development costs.

Average tenure of administrative staff within OS offices is 9.9 years. These ratios consider time spent within OS positions, but do not include time spent in other DOI bureaus.

Employee satisfaction, distribution of work, employee benefits, job security, and opportunities for training and development are factors for the high separation rates within two years of service.



### *Vacancy Metrics*

According to the FY2011 Time to Hire Scorecard that DOI submits to the Office of Personnel Management, the average number of calendar days to fill a vacancy in FY2011 was 137 days.

Vacancies will be considered during the development of the alternative models to assess potential workload inconsistencies and knowledge gaps.



### *Retirement Eligibility Risk*

Currently, 63% of the administrative staff are eligible for retirement in FY2016 or later and are categorized as low risk.

For 18% of the administrative staff population, the retirement eligibility date has passed. This group represents a high risk of separation. Of the 18 employees in this category, 56% (or 10 employees) have surpassed the average 1,132 days stay after their retirement eligibility date.

The remaining 18% are eligible for retirement between FY2011 and FY2015, placing them in the medium risk category.



References are noted in further detail on page 51



Denotes an impact of the current state findings and relate to workforce, distribution of work, and career progression of administrative staff.

# Current State Analysis

## A. Workforce Analysis (Continued)

### DAS-Level Staffing Metrics<sup>+</sup>

#### Policy and International Affairs (n=15)

Percent of Offices without Dedicated Administrative Staff

33%

Average Ratio of Administrative Support Staff to Total Staff

1:6

Administrative Rookie Ratio

0%

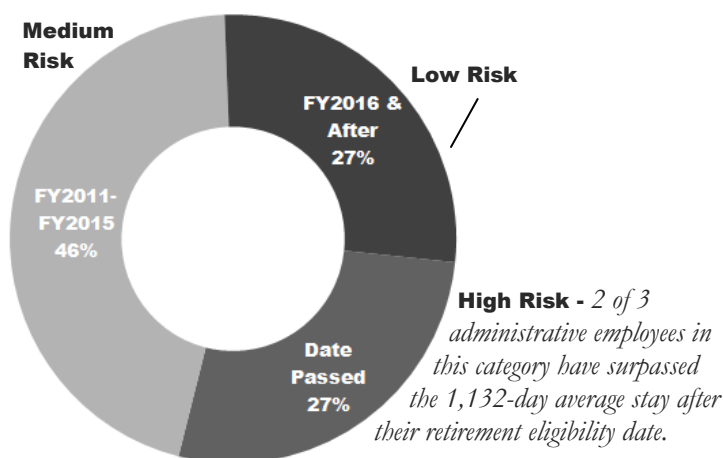
Administrative Stability Ratio

100%

Admin Average Tenure

10.8 years

Retirement Eligibility Risk *n=11\**



#### Budget, Finance, Performance, and Acquisition (n=9)

Percent of Offices without Dedicated Administrative Staff

29%

Average Ratio of Administrative Support Staff to Total Staff

1:19

Administrative Rookie Ratio

22%

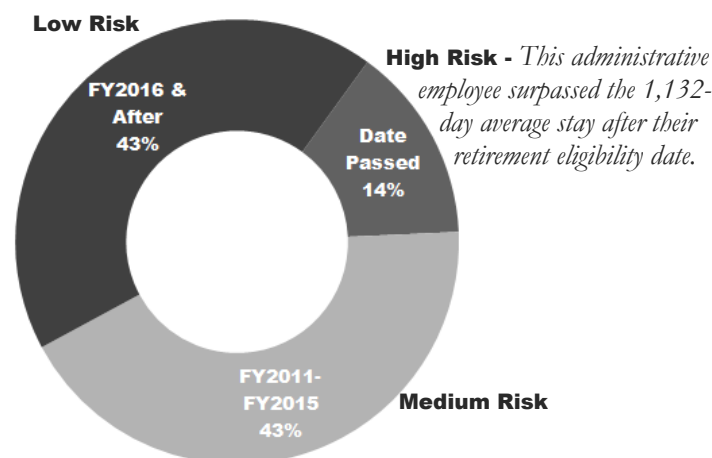
Administrative Stability Ratio

78%

Admin Average Tenure

9.5 years

Retirement Eligibility Risk *n=7\**



<sup>+</sup>Deputy Assistant Secretary Youth, Partnerships, and Service ratios are not shown individually due to small population numbers.

<sup>\*</sup>Office Automation Clerks/ Assistants with less than one year of service were not included in the retirement eligibility risk analysis; in addition, this analysis does not include employees who have separated during FY2011. The Retirement Eligibility Risk analysis population is headcount employees.

### Human Capital and Diversity (n=15)

Percent of Offices without Dedicated Administrative Staff

**0%**

Average Ratio of Administrative Support Staff to Total Staff

**1:8**

Administrative Rookie Ratio

**33%**

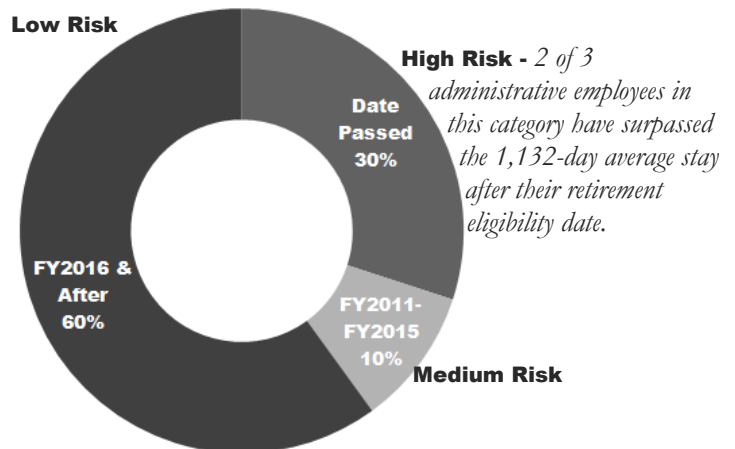
Administrative Stability Ratio

**66%**

Admin Average Tenure

**7.0 years**

Retirement Eligibility Risk *n=10\**



### Technology, Information, and Business Services (n=41)

Percent of Offices without Dedicated Administrative Staff

**33%**

Average Ratio of Administrative Support Staff to Total Staff

**1:5**

Administrative Rookie Ratio

**39%**

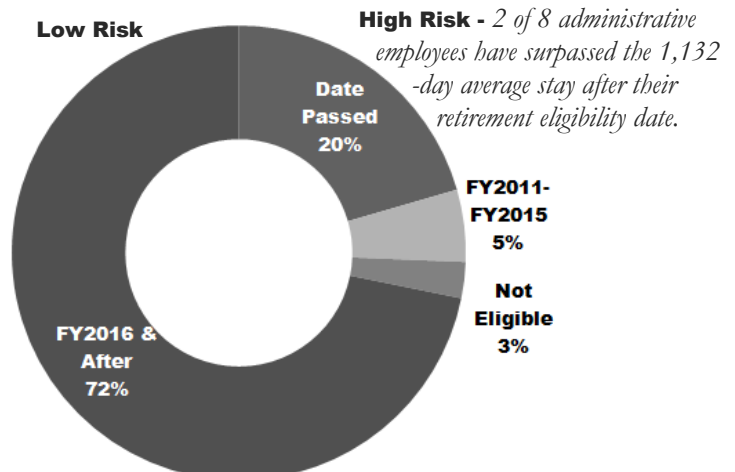
Administrative Stability Ratio

**61%**

Admin Average Tenure

**5.9 years**

Retirement Eligibility Risk *n=39\**





# Current State Analysis

## A. Workforce Analysis (Continued)

### DAS-Level Staffing Metrics (Continued)

#### Law Enforcement, Security, and Emergency Management (n=12)

Percent of Offices without Dedicated Administrative Staff

20%

Average Ratio of Administrative Support Staff to Total Staff

1:8

Administrative Rookie Ratio

0%

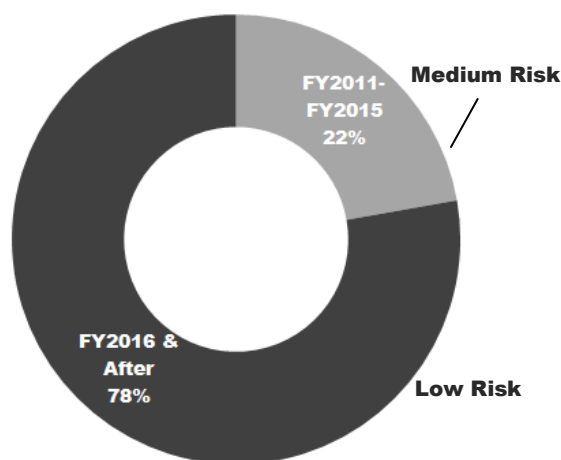
Administrative Stability Ratio

100%

Admin Average Tenure

6.6 years

Retirement Eligibility Risk *n=9\**



#### Natural Resources Revenue (n=37)

Percent of Offices without Dedicated Administrative Staff

0%

Average Ratio of Administrative Support Staff to Total Staff

1:17

Administrative Rookie Ratio

39%

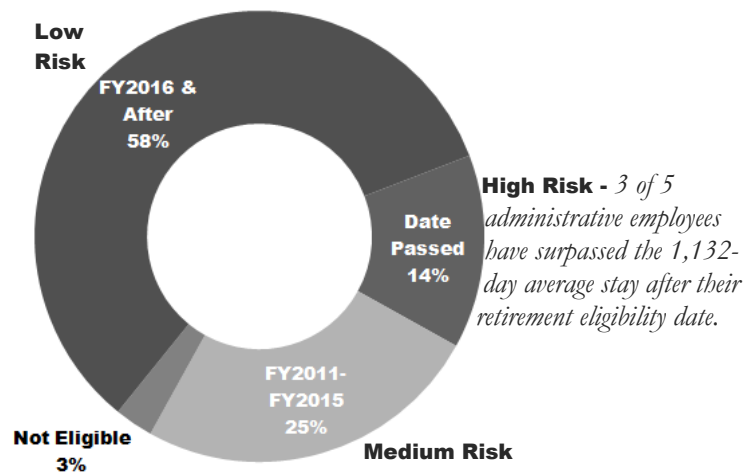
Administrative Stability Ratio

61%

Admin Average Tenure

7.2 years

Retirement Eligibility Risk *n=36\**



*\*Office Automation Clerks/ Assistants with less than one year of service were not included in the retirement eligibility risk analysis; in addition, this analysis does not include employees who have separated during FY2011. The Retirement Eligibility Risk analysis population is headcount employees.*

## Additional Offices within the Office of the Secretary

| <i>Office</i>   | <i>Average Tenure (in years)<br/>of Administrative Staff</i> | <i>Ratio of Admin Staff to<br/>Total Staff</i> |
|---|--|--|
| Deputy Secretary  | 16.5   | 1:8  |
| Executive Secretariat, Congressional and Legislative Affairs, Communications, and CIO | 12.9   | 1:3  |
| Assistant Secretary Land and Minerals Management                                      | 15.6   | 1:3  |
| Assistant Secretary Water and Science   | 6.6  | 1:3  |
| Assistant Secretary Fish, Wildlife, and Parks   | 20.6   | 1:8  |
| Assistant Secretary Indian Affairs  | n/a*   | 1:6  |
| Assistant Secretary Insular Areas   | n/a*   | 1:2  |

\*Information on administrative staff for the Assistant Secretary Indian Affairs and Assistant Secretary Insular Areas was obtained through interviews. Administrative staff for these offices were not in FPPS data.

| <i>Bureaus and Offices</i>        | <i>Average Days to Fill<br/>Vacancy (FY2011)</i> | <i>Average Days to Fill<br/>Vacancy (FY2010)</i> | <i>Improvement from<br/>Previous Year</i> |
|-----------------------------------|--|--|---|
| Indian Affairs                    | 287  | 289  | Yes                                       |
| Fish and Wildlife Service         | 172  | 172  | —   |
| Bureau of Ocean Energy Management | 161  | 153  | No  |
| Office of the Secretary           | 137  | 141  | Yes                                       |
| Office of Inspector General       | 131  | No Data  | n/a                                       |
| Bureau of Land Management         | 125  | 122  | Yes                                       |
| Bureau of Reclamation             | 118  | 107  | No  |
| US Geological Survey              | 98   | 103  | Yes                                       |
| National Business Center          | 99   | No Data  | n/a                                       |
| National Park Service             | 52   | 40   | No  |

# Current State Analysis

## A. Workforce Analysis (Continued)

### Distribution of Grade within Occupational Series Analysis

*n=86*

Career ladders in the Administrative Occupational Series GS-0300 (General, Clerical and Offices) span across discrete occupational series as opposed to across grades within a particular series. Ninety percent of the administrative staff identified in the GS-0301, GS-0303, GS-0318, GS-0326, and GS-0341 occupational groups are currently at the “full performance level” in terms of maximum GS grade for their given series, leaving limited opportunities for upward mobility within a given series. Certain positions within occupational groups provide for advancement within a “career ladder,” meaning that an employee meeting performance expectations will advance to higher GS grades. Reaching the highest GS grade for their position represents achieving their “full performance level.” Advancement beyond the highest GS grade for their position would be subject to competitive selection. Employees identified as achieving their full

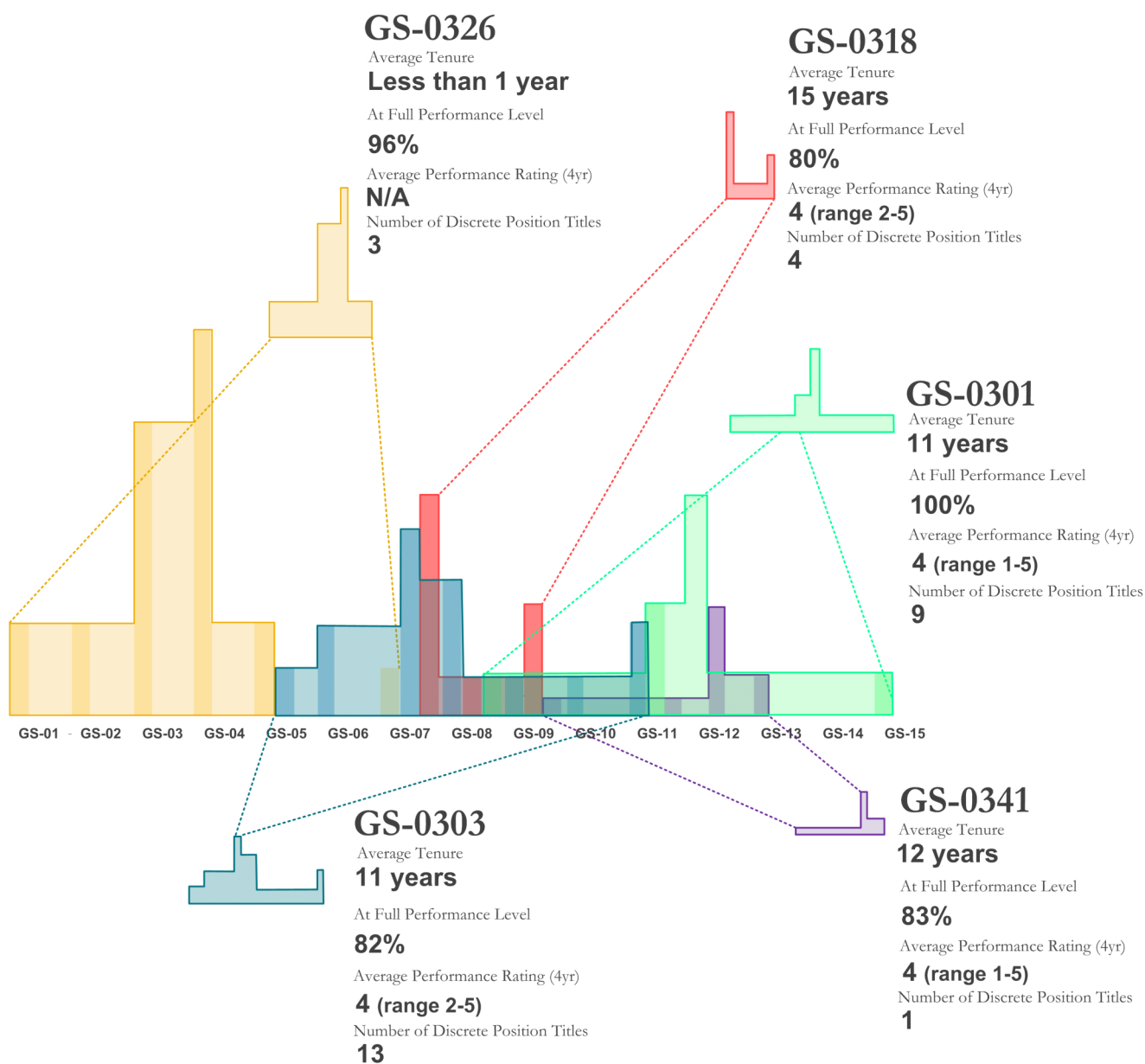
performance level were identified through the FPPS data.

While the study population includes some employees from non-administrative occupational series (i.e., GS-0343 Management and Program Analysis Services, GS-0560 Budget Analysis Series GS-0986 Legal Assistance Series), this breakdown examines the career ladder of the non-management administrative occupational series.

#### *Observations*

- Seventy-five percent of the GS-0326, Office Automation Clerical and Assistance Series, employees are at the GS-03, GS-04 level with an average tenure of less than 1 year. A majority of this population is represented by interns providing administrative support to OS.
- GS-0303, Miscellaneous Clerk and Assistant Series, employees are distributed across seven grades ranging from GS-05 to GS-11, with an average tenure at OS of 11 years.
- GS-0318, Secretary Series, employees are concentrated at the GS-07 and GS-09 grades with average tenures at OS of 22 and 12 years, respectively.
- GS-0341, Administrative Officer Series, employees are distributed across the GS-09,11,12 and 13 grades. The average tenure at OS within this occupational series is 12 years.
- GS-0301, Miscellaneous Administration and Program Series, employees identified as administrative in this study represent the highest grades within the General, Clerical and Office occupational group, with an average tenure at OS of 11 years.
- Perceptions of the lack of a merit-based promotion process and unclear career progression lead to decreased employee satisfaction and higher turnover rates. ⓘ

“ According the FY2010 Federal Employee Viewpoint Survey, less than half (43%) of OS staff surveyed believe promotions are based on merit. The government-wide average is 35% of respondents.🌊



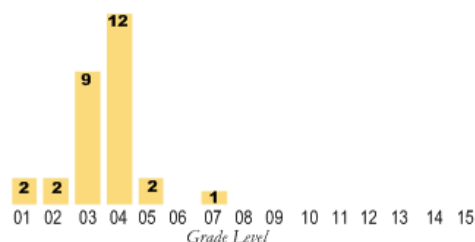
# Current State Analysis

## A. Workforce Analysis (Continued)

### Full Performance Level Analysis

#### GS-0326

*Office Automation Clerical and Assistance Series*



The GS-0326 occupational series requires employees to have knowledge of general office automation hardware and software systems. Currently, grade levels range from GS-01 to GS-07, and 96% of employees reached their full performance level.

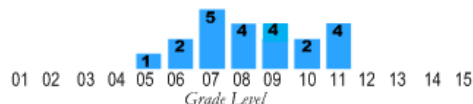
According to the Office of Personnel Management's (OPM) Handbook of Occupational Groups and Families, *Office Automation Clerk* is the title for positions at GS-4 and below; *Office Automation Assistant* is the title for positions at GS-5 and above.

#### GS-0326

| Number of Administrative Employees | Grade Level | Percent at Full Performance Level |
|------------------------------------|-------------|-----------------------------------|
| 2                                  | GS-1        | 100%                              |
| 2                                  | GS-2        | 100%                              |
| 9                                  | GS-3        | 89%                               |
| 12                                 | GS-4        | 100%                              |
| 2                                  | GS-5        | 100%                              |
| 1                                  | GS-7        | 100%                              |

#### GS-0303

*Miscellaneous Clerk and Assistant Series*



OPM describes the nature of GS-0303 work as "work that is classified in a one-grade interval pattern (GS-1, 2, 3, 4, 5, 6, and up), [and] is generally referred to as clerk, assistant, or technician work."

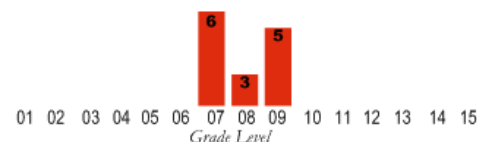
Grades range from GS-05 to GS-11, and 82% of employees are at their full performance level. OPM recommends these positions avoid the usage of "administrative" in their titles to avoid confusion with the Administrative Officer Series; however, 50% of position titles begin with "administrative."

#### GS-0303

| Number of Administrative Employees | Grade Level | Percent at Full Performance Level |
|------------------------------------|-------------|-----------------------------------|
| 1                                  | GS-5        | 100%                              |
| 2                                  | GS-6        | 100%                              |
| 5                                  | GS-7        | 100%                              |
| 4                                  | GS-8        | 25%                               |
| 4                                  | GS-9        | 100%                              |
| 2                                  | GS-10       | 50%                               |
| 4                                  | GS-11       | 100%                              |

#### GS-0318

*Secretary Series*



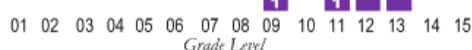
Variance exists in grade levels and respective full performance levels among employees in this series. For example, a secretary with office automation responsibilities reaches their full performance level as a GS-07, while another secretary reaches their full performance level as a GS-09.

#### GS-0318

| Number of Administrative Employees | Grade Level | Percent at Full Performance Level |
|------------------------------------|-------------|-----------------------------------|
| 6                                  | GS-7        | 100%                              |
| 3                                  | GS-8        | 0%                                |
| 5                                  | GS-9        | 100%                              |

## GS-0341

### Administrative Officer Series



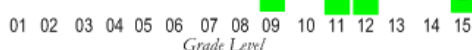
According to OPM, the roles and responsibilities performed by administrative officers vary in nature due to internal and external environmental factors influencing their position. Therefore, variance in grade occurs. Currently, 83% of administrative officers at grade levels GS-11, 12, and 13 have reached their full performance level.

#### GS-0341

| Number of Administrative Employees | Grade Level | Percent at Full Performance Level |
|------------------------------------|-------------|-----------------------------------|
| 1                                  | GS-9        | 0%                                |
| 1                                  | GS-11       | 100%                              |
| 3                                  | GS-12       | 100%                              |
| 2                                  | GS-13       | 100%                              |

## GS-0301

### Miscellaneous Administration and Program Series



The GS-0301 occupational series is designed to include roles and responsibilities for which no other classification is relevant, according to OPM. Within OS, there are nine administrative positions categorized as GS-0301. OPM recommends these positions avoid the usage of “administrative” in their titles to avoid confusion with the Administrative Officer Series; six individuals within this series contain “administrative” in their title.

Currently, 100% of administrative staff in GS-0301 are at their full performance level.

#### GS-0301

| Number of Administrative Employees | Grade Level | Percent at Full Performance Level |
|------------------------------------|-------------|-----------------------------------|
| 2                                  | GS-9        | 100%                              |
| 5                                  | GS-11       | 100%                              |
| 6                                  | GS-12       | 100%                              |
| 2                                  | GS-15       | 100%                              |

“Nothing hurts employee morale more than understanding that your colleague is a higher grade, yet has the same or even fewer responsibilities. \*

- Common insights from interviews

# Current State Analysis

## B. Distribution of Work

### OS Lacks Formal Communication of Administrative Roles and Responsibilities

Service level and points of contact are based on relationships and are not formally identified or consistently communicated. The lack of formal communication of roles and responsibilities lead to administrative tasks being performed by mission staff and the unequal use of administrative staff.

#### Summary of Observations

- Service levels are not uniform; persistence, stature in the organization, and relationships are key to getting responsive service. \*
- Standard operating procedures, policies and guidelines do not exist for administrative functions.
- Mission staff are more likely to perform administrative tasks themselves when it's related to their specific functional expertise.
- Deputy Assistant Secretaries and senior leadership perform many administrative tasks, including, but not limited to, management of charge card purchases for office supplies, maintenance of asset inventory, management of records and filing system, completion of budget justifications for travel, travel arrangements, management of schedules, and time and attendance.
- Lack of clarity on correct points of contact causes mission staff to spend more time performing general administrative support tasks. ⓘ

*\*Management activity-time estimates were received from 85% of PMB offices.*

## Purpose and Methodology

Twenty-nine senior leadership staff\* completed the *Management Activity-Time Estimate Tool* to quantitatively assess the time spent by staff on administrative functions. Senior leadership staff assigned time estimates to activities within the following administrative areas:

- Human Resources Management
- Acquisitions
- Budget
- Space and Facilities Management
- Safety Management
- Physical and Personnel Security
- Equal Employment Opportunity
- Ethics
- Information Technology
- General Administrative Support

Refer to page 45 for further definition of these administrative activities. The assessment team analyzed the data along four dimensions, including position,

responsibility area, office, and activity area.

*Administrative Burden by Position* provides insight into percentage of time spent on general administrative and administrative function tasks by administrative staff, mission staff, and senior leadership.

*Administrative Burden By Responsibility Area* helps answer the question: Which responsibility areas demand the most time for administrative support? This information helps OS identify areas of need or surplus.

*Administrative Burden By Office* helps answer the questions: Which offices have senior leadership and mission staff spending the most time on administrative support? Which offices have administrative staff spending the

least amount of time on administrative support? This information helps balance administrative burden across offices.

*Administrative Burden By Activity Area* helps answer the question: What specific activities demand the most time for administrative support? This helps to identify areas in need of business process standardization and/or improvement.

After receiving data from the departments, mission staff with administrative time exceeding 50% were reexamined, as well as any administrative staff with administrative time below 80%. The assessment team also clarified the total body of administrative staff, to individuals performing administrative functions were included in the population.

### *Administrative Burden by Position*

The analysis by position indicates that mission staff spend approximately **14%** of their time focusing on general administrative support and administrative function tasks, while senior leadership staff spend double this amount, focusing **28%** of their time on administrative services. Administrative staff spend approximately **84%** of their time on administrative functions.

On average, employees spend over 12% of their time on more General

Administrative Tasks, such as maintaining documents, correspondence control, and scheduling meetings, while Administrative Function Tasks, such as Budgeting, Human Resources Management, and Acquisitions consume less time. The

exception is senior leadership spend approximately three times as much of their time on Administrative Function Tasks (**20%**) when compared with General Administrative Tasks (**8%**).

Percentage of Time  
Spent by **Administrative  
Staff** Performing  
Administrative Tasks

**84%**

Range: 23 - 100%

Deviation: 28.9%

Percentage of Time  
Spent by **Mission Staff**  
Performing  
Administrative Tasks

**14%**

Range: 1 - 100%

Deviation: 12.8%

Percentage of Time  
Spent by **Senior  
Leadership** Performing  
Administrative Tasks

**28%**

Range: 7 - 100%

Deviation: 17.8%



# Current State Analysis

## B. Distribution of Work (Continued)

### Analysis of Management Activity-Time Estimates

#### Administrative Burden by Responsibility Area

The analysis by responsibility area indicates that, on average, OS employees performing administrative tasks spend 24.4% of their time completing these tasks. In particular, the majority of this time is being spent on General Administrative Tasks, Budget, and Human Resources Management. Administrative tasks requiring the least amount of time include Physical and Personnel Security, Equal Employment Opportunity, and Ethics.



#### Time Spent on Administrative Tasks by Mission Staff at Other Government Agencies

- Federal Agency with Over 50,000 Employees - 19%
- Federal Bureau with Over 10,000 Employees - 13%
- Federal Agency with Approximately 10,000 Employees - 10%
- Federal Agency Office with Approximately 1,000 Employees - 10%\*

\*This figure does not include time spent on administrative activities by mission staff at the headquarters office.

### Administrative Burden by Office

Factors contributing to administrative staff spending less than 100% of their time on performing administrative tasks include senior leadership over-utilizing high-performers. The assessment team observed that high-performing administrative staff spend less time performing administrative tasks and more time supporting mission activities.

| Offices with Administrative Staff Spending the Least Time on Administrative Activities |                               |
|--|-------------------------------|
| Office   | Average Percent of Time Spent |
| Hearings and Appeals   | 55%                           |
| Environmental Policy and Compliance  | 78%                           |
| Assistant Secretary, Policy, Management, and Budget                                    | 80%                           |
| Occupational Safety and Health   | 80%                           |
| Valuation Services   | 85%                           |
| Financial Management   | 89%                           |

| Offices with Senior Leadership Spending the Most Time on Administrative Activities |                               |
|--|-------------------------------|
| Office   | Average Percent of Time Spent |
| Small and Disadvantaged Business Utilization                                       | 100%                          |
| Occupational Safety and Health   | 99%                           |
| DAS Youth, Partnerships, & Services  | 73%                           |
| Planning and Performance Management  | 72%                           |
| Law Enforcement and Security   | 55%                           |
| Collaborative Action and Dispute Resolution  | 47%                           |
| Valuation Services   | 45%                           |
| Hearings and Appeals   | 44%                           |
| Human Resources  | 42%                           |
| Civil Rights   | 41%                           |
| FBMS Implementation  | 39%                           |

| Offices with Mission Staff Spending the Most Time on Administrative Activities |                               |
|--|-------------------------------|
| Office   | Average Percent of Time Spent |
| Law Enforcement and Security   | 39%                           |
| Small and Disadvantaged Business Utilization                                   | 36%                           |
| Geospatial Information Officer   | 34%                           |
| Occupational Safety and Health   | 33%                           |
| Chief of Staff, Policy, Management, and Budget                                 | 33%                           |
| Planning and Performance Management  | 32%                           |
| Collaborative Action and Dispute Resolution                                    | 32%                           |
| Assistant Secretary, Policy, Management, and Budget                            | 31%                           |
| Native Hawaiian Relations  | 28%                           |
| Hearings and Appeals   | 26%                           |
| DAS Youth, Partnerships, and Services  | 26%                           |

### Administrative Burden by Activity Area

The analysis by activity area demonstrated that 6.1% of employees' time is spent maintaining documents and files, maintaining correspondence control, and scheduling meetings. Conversely, employees spend less than 0.1% managing security staff, managing physical security, and processing EEO complaints.

| Most Time Intensive Activities |         |
|--------------------------------|---------|
| Responsibility                 | Percent |
| Maintain Document Files        | 2.3%    |
| Correspondence Control         | 2.2%    |
| Schedule Meetings              | 1.6%    |
| Use GovTrip                    | 1.6%    |
| Update Quicktime               | 1.5%    |
| Administrative Tasks (Other)   | 1.4%    |
| Manage Internal Controls       | 1.4%    |
| Train Staff                    | 1.0%    |
| Manage Inventory & Property    | 1.0%    |
| Manage Charge Cards            | 0.9%    |

| Least Time Intensive Activities |         |
|---------------------------------|---------|
| Responsibility                  | Percent |
| Manage Security Staff           | 0.02%   |
| Manage Physical Security        | 0.1%    |
| Manage EEO Complaints           | 0.1%    |
| Provide Training                | 0.1%    |
| Manage EEO Compliance           | 0.2%    |
| Develop Financial Plan          | 0.2%    |
| Manage Risk                     | 0.3%    |
| Manage Staff Safety             | 0.3%    |
| Provide Ethics Guidance         | 0.3%    |
| Provide IT Assistance           | 0.3%    |

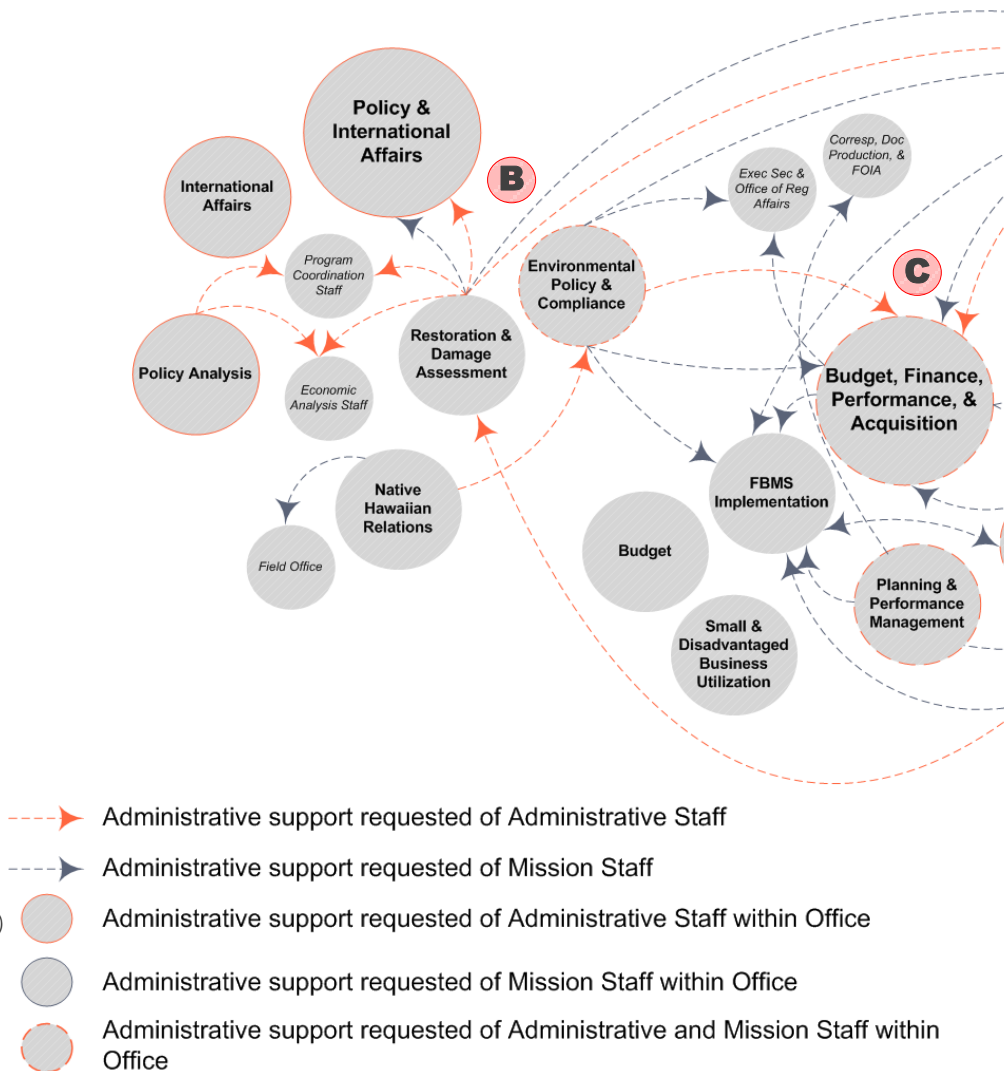
# Current State Analysis

## B. Distribution of Work (Continued)

### Requests for General Administrative Support across Policy, Management, and Budget\*

This administrative request map includes general administrative support requested of administrative and mission staff from other offices. There were 216 complete and 209 partial survey responses. The figure to the right represents a subtotal of responses (183) from the *All-Employee Survey*, and feedback from the *interviews*, to the optional question regarding points of contact for administrative support for general administrative tasks.\* Survey responses were received from the following offices:

- Natural Resources Revenue (78)
- Acquisition and Property Management (20)
- Financial Management (18)
- Chief Information Officer (13)
- Assistant Secretary, Policy, Management, and Budget (11)
- Environmental Policy and Compliance (10)
- FBMS Implementation (7)
- Civil Rights (4)
- DAS Human Capital and Diversity (3)
- Planning and Performance Management (3)
- Policy Analysis (2)
- Restoration and Damage Assessment (2)
- DAS Budget, Finance, Performance, Acquisition (2)
- DAS Technology, Information, and Business Services (1)
- International Affairs (1)
- Native Hawaiian Relations (1)
- Small and Disadvantaged Business Utilization (1)
- Other (6)



\*General administrative tasks included:

- Time and Attendance (Quicktime)
- Travel (GovTrip)
- Internal Control
- Correspondence Control
- Schedule Management
- Records Management
- FBMS Implementation and Use







# Current State Analysis

## B. Distribution of Work (Continued)





### Individual Office Workflow - General Administrative Support\*

#### Policy, Management, and Budget

- A** ✓  Administrative support requested of Administrative Staff
- ✓  Administrative support requested of Mission Staff
- ✓  Administrative support requested of Administrative Staff within Office
- ✓  Administrative support requested of Mission Staff within Office
- Mission staff within the Assistant Secretary Policy, Management, and Budget office is contacted for administrative support from the following offices. Offices are shown by highest to lowest frequency of responses:
  - Assistant Secretary Policy, Management, and Budget
  - Civil Rights
  - Financial Management
  - Restoration and Damage Assessment
  - Acquisition and Property Management
  - Environmental Policy and Compliance

*Observations:* PMB staff requests administrative support from mission and administrative staff within their office, and mission and administrative staff are requested to support other offices with general administrative support tasks (i.e., maintaining correspondence control, using GovTrip, implementing and using FBMS, maintaining internal controls, maintain documents and files, using Quicktime, scheduling meetings).



#### Policy and International Affairs

- B** ✓  Administrative support requested of Administrative Staff
- ✓  Administrative support requested of Mission Staff
- ✓  Administrative support requested of Administrative Staff within Office
-  Administrative support requested of Mission Staff within Office
- Mission staff within the Policy and International Affairs offices are contacted for administrative support from the following offices. Offices are shown by highest to lowest frequency of responses:
  - Environmental Policy and Compliance
  - Native Hawaiian Relations
- Administrative staff within the Policy and International Affairs offices are contacted for administrative support from the following offices:
  - Environmental Policy and Compliance
  - Policy Analysis
  - Restoration and Damage Assessment
  - Native Hawaiian Relations
  - International Affairs

*Observations:* Administrative staff are currently being shared within Policy and International Affairs offices. In addition, mission and administrative staff within the Deputy Assistant Secretary Policy and International Affairs office are being contacted for general administrative task support.

\*Based on responses received in the All-Employee Survey, Management Activity-Time Estimate Tool, and interviews.

### Budget, Finance, Performance, and Acquisition

-  ✓  Administrative support requested of Administrative Staff
- ✓  Administrative support requested of Mission Staff
- ✓  Administrative support requested of Administrative Staff within Office
- ✓  Administrative support requested of Mission Staff within Office
- Mission staff within the Budget, Finance, Performance, and Acquisition offices are contacted for administrative support from the following offices. Offices are shown by highest to lowest frequency of responses:
  - Financial Management
  - Acquisition and Property Management
  - Departmental Offices FBMS Implementation
  - Assistant Secretary, Policy, Management, and Budget
  - DAS Budget, Finance, Performance, and Acquisition
  - Planning and Performance Management
  - Environmental Policy and Compliance
  - Other (*Offices not disclosed in All-Employee Survey*)
  - Chief Information Officer
  - Natural Resources Revenue
- Administrative staff within the Budget, Finance, Performance, and Acquisition offices are contacted for administrative support from the following offices.
  - Acquisition and Property Management
  - Financial Management
  - Planning and Performance Management
  - DAS Budget, Finance, Performance, and Acquisition
  - Assistant Secretary, Policy, Management, and Budget
  - Environmental Policy and Compliance
  - Natural Resources Revenue

*Observations:* Points of contact within the Budget, Finance, Performance, and Acquisition offices are unclear or undefined. Based on responses from the *All-Employee Survey*, mission staff across several offices are being contacted for general administrative support. Several offices within the DAS, as well as external offices, request support.







# Current State Analysis

## B. Distribution of Work (Continued)





### Individual Office Workflow - General Administrative Support\* (Continued)

#### Technology, Information, and Business Services

- D** ✓  Administrative support requested of Administrative Staff
- ✓  Administrative support requested of Mission Staff
- ✓  Administrative support requested of Administrative Staff within Office
- ✓  Administrative support requested of Mission Staff within Office
- Mission and administrative staff within the Technology, Information, and Business Services offices are contacted for administrative support from the following offices. Offices are shown by highest to lowest frequency of responses:
  - Chief Information Officer
  - DAS Technology, Information, and Business Services
  - Assistant Secretary, Policy, Management, and Budget

*Observations:* DAS Technology, Information, and Business Services uses administrative staff for administrative tasks. Within the Office of the Chief Information Officer, administrative support is requested from mission and administrative staff, as well as from staff within other offices.

#### Human Capital and Diversity

- E** ✓  Administrative support requested of Administrative Staff
- ✓  Administrative support requested of Mission Staff
- ✓  Administrative support requested of Administrative Staff within Office
- ✓  Administrative support requested of Mission Staff within Office
- Mission and administrative staff within the Human Capital and Diversity offices are contacted for administrative support from the following offices. Offices are shown by highest to lowest frequency of responses:
  - Civil Rights
  - Assistant Secretary, Policy, Management, and Budget

*Observations:* DAS Human Capital and Diversity uses administrative staff for administrative support tasks. The Office of Civil Rights shares administrative resources with the DAS office, as well as administrative support from mission and administrative staff within their own office.

\*Based on responses received in the All-Employee Survey, Management Activity-Time Estimate Tool, and interviews.

### Law Enforcement, Security, and Emergency Management

**F**

-----➤ Administrative support requested of Administrative Staff

✓ -----➤ Administrative support requested of Mission Staff

✓ ○ Administrative support requested of Administrative Staff within Office

○ Administrative support requested of Mission Staff within Office

- Mission and administrative staff within the Law Enforcement, Security, and Emergency Management offices are contacted for administrative support by offices within this DAS.
- This information is based on responses from *interviews*; *All-Employee Survey* responses were not received from this office.

*Observations:* Within the DAS Law Enforcement, Security, and Emergency Management office, mission and administrative staff perform general administrative tasks. The offices of Emergency Management and Law Enforcement and Security uses administrative staff for administrative support tasks.

“ *Administrative workload is unevenly distributed to current administrative staff. Further, unawareness of points of contact contributes to over– or under– utilization of existing administrative staff.* \*

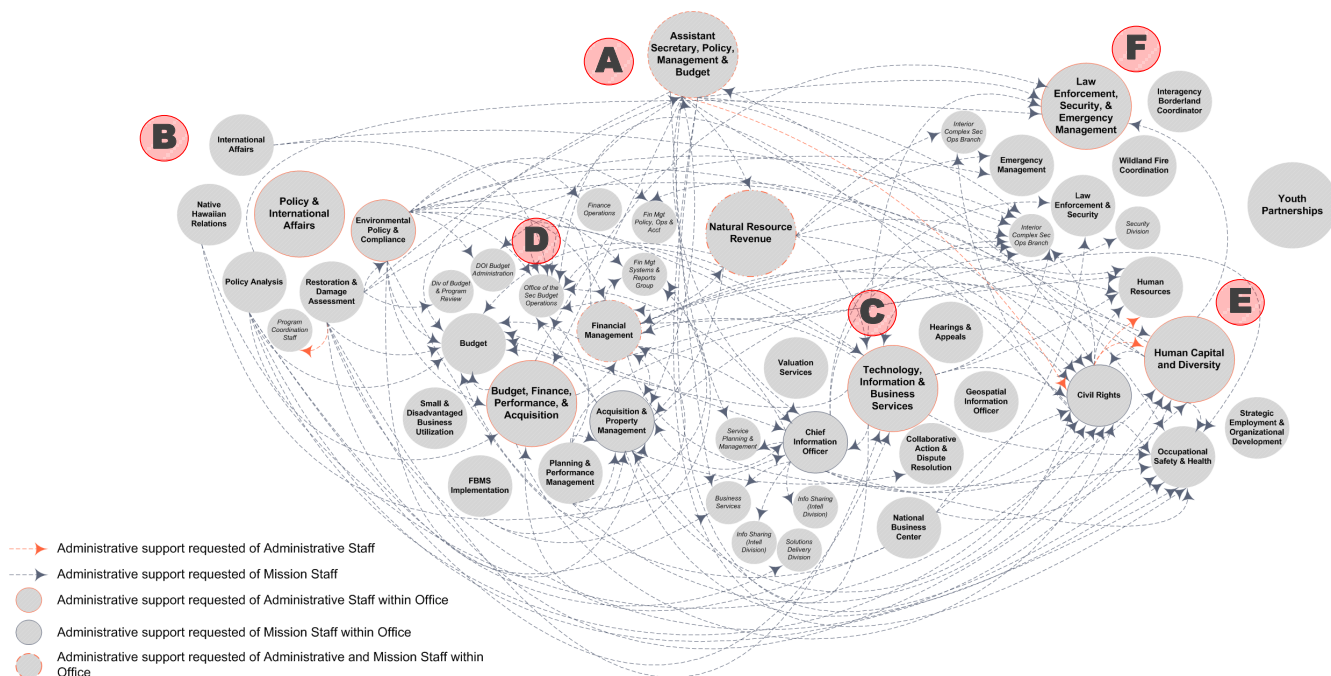
- Common insights from interviews



# Current State Analysis

## B. Distribution of Work (Continued)

### Requests for Administrative Function Support across Policy, Management, and Budget\*



This administrative request map depicts administrative function support requested of administrative and mission staff from other offices. The figure above represents a subtotal of responses (191) from the *All-Employee Survey*, and feedback from the *interviews*, to the optional question regarding points of contact for administrative support for functional areas\*. Survey responses were received from the following offices:

- Natural Resources Revenue (88)
- Acquisition and Property Management (18)
- Financial Management (16)
- Chief Information Officer (14)
- Assistant Secretary, Policy, Management, and Budget (13)
- Environmental Policy and

- Compliance (8)
- FBMS Implementation (6)
- Civil Rights (5)
- NBC (4)
- Planning and Performance Management (3)
- Restoration and Damage Assessment (3)
- DAS Human Capital and Diversity (2)
- DAS Budget, Finance, Performance, Acquisition (2)
- DAS Technology, Information, and Business Services (2)
- Geospatial Information (1)
- Policy Analysis (1)
- International Affairs (1)
- Native Hawaiian Relations (1)
- Small and Disadvantaged Business Utilization (1)
- Other (2)

\*Administrative Functions include:

- Human Resources Management
- Acquisitions (including contracting, grants management, and cooperative agreements)
- Budget allocation, tracking, reporting, and accountability
- Financial Management
- Space and Facilities Management
- Safety Management
- Physical and Personnel Security
- Equals Employment Opportunity and EEO Complaint Process
- Ethics
- Information Technology (excluding NBC)
- Operational Interface between OS and NBC
- Operational Interface between OS and BSEE

## Key Findings - Administrative Function Tasks

The following represent key findings based on responses received in the *All-Employee Survey*, *Management Activity-Time Estimate Tool*, and *interviews* as they relate administrative functions not identified as general administrative tasks:

- A significant amount of administrative support is requested of mission staff, and requests for support of mission staff are inconsistent. Mission staff and senior leadership are spending 14% and 28% of their time, respectively, supporting administrative requests, reducing the amount of their time dedicated to mission activities.
- Official points of contact are not defined for administrative functional support tasks. Therefore, several offices and employees within each office receive requests for administrative support. This leads to inconsistent responses regarding policies, procedures, and processes for handling administrative requests.
- Employees are more likely to contact “subject matter” mission staff for administrative support related to their functional area instead of requesting support from designated administrative staff.

## Individual Office Workflow - Administrative Functions\*

## Policy, Management, and Budget

- ✓ Administrative support requested of Administrative Staff
  - ✓ Administrative support requested of Mission Staff
  - ✓ Administrative support requested of Administrative Staff within Office
  - ✓ Administrative support requested of Mission Staff within Office
- Mission staff within the Assistant Secretary Policy, Management, and Budget office is contacted for administrative support from the following offices. Offices are shown by highest to lowest frequency of responses:
- DAS Human Capital and Diversity
  - Acquisition and Property Management
  - Restoration and Damage Assessment

**Observations:** Mission and administrative staff within PMB provide administrative function task support. Employees contact “subject matter experts” for administrative support. For instance, employees contact the Chief Diversity Officer for administrative support related to EEO issues.





*\*Based on responses received in the All-Employee Survey, Management Activity-Time Estimate Tool, and interviews.*

# Current State Analysis





## B. Distribution of Work (Continued)

### Individual Office Workflow - Administrative Functions (Continued)






#### Policy and International Affairs

- B** ✓  Administrative support requested of Administrative Staff
- ✓  Administrative support requested of Mission Staff
- ✓  Administrative support requested of Administrative Staff within Office
-  Administrative support requested of Mission Staff within Office
- Mission and administrative staff within the Policy and International Affairs offices are contacted for administrative support from the following offices. Offices are shown by highest to lowest frequency of responses:
    - Environmental Policy and Compliance
    - Restoration and Damage Assessment
  - Requested support related to the following areas (in order of highest to lowest frequency):
    - Budget
    - Finance
    - Acquisitions
- Observations:* Similar to general administrative support, the DAS Policy and International Affairs and the Office of Environmental Policy and Compliance use administrative staff for administrative function support. However, mission staff are shouldering some of the administrative burden within the DAS offices.

#### Technology, Information, and Business Services

- C** ✓  Administrative support requested of Administrative Staff
- ✓  Administrative support requested of Mission Staff
- ✓  Administrative support requested of Administrative Staff within Office
- ✓  Administrative support requested of Mission Staff within Office
- Mission staff within the Technology, Information, and Business Services offices are contacted for administrative support from the following offices. Offices are shown by highest to lowest frequency of responses:
    - Chief Information Officer
    - Policy Analysis
    - Environmental Policy and Compliance
    - Acquisition and Property Management
    - Assistant Secretary, Policy, Management, and Budget
    - Restoration and Damage Assessment
    - Natural Resources Revenue
    - Planning and Performance Management
  - Administrative staff within the Technology, Information, and Business Services offices are contacted for administrative support from the following offices:
    - Assistant Secretary, Policy, Management, and Budget
    - DAS Technology, Information, and Business Services
    - Chief Information Officer
- Observations:* The DAS Technology, Information, and Business Services uses administrative staff; however, the remaining offices request support from mission staff on IT, Budget, NBC interface, Space and Facilities, Acquisitions, and other issues.

### Budget, Finance, Performance, and Acquisition

-  ✓  Administrative support requested of Administrative Staff
- ✓  Administrative support requested of Mission Staff
- ✓  Administrative support requested of Administrative Staff within Office
- ✓  Administrative support requested of Mission Staff within Office

- Mission staff within the Budget, Finance, Performance, and Acquisition offices are contacted for administrative support from the following offices. Offices are shown by highest to lowest frequency of responses:

- Acquisition and Property Management
- Financial Management
- Environmental Policy and Compliance
- Departmental Offices FBMS Implementation
- Assistant Secretary, Policy, Management, and Budget
- Chief Information Officer
- Natural Resources Revenue
- Planning and Performance Management
- DAS Technology, Information, and Business Services
- NBC
- Policy Analysis
- DAS Budget, Finance, Performance, and Acquisition
- Restoration and Damage Assessment
- Assistant Secretary, Water and Science
- Civil Rights
- International Affairs

*Observations:* Similar to general administrative support, the DAS Budget, Finance, Performance, and Acquisitions uses administrative support within their office; however, mission staff within these offices are providing a majority of the administrative support for budget, finance, and acquisition issues. Further, several offices and different individuals within each office are providing administrative support for these tasks.

- Administrative staff within the Budget, Finance, Performance, and Acquisition offices are contacted for administrative support from the following offices.
  - Acquisition and Property Management
  - Financial Management
- Requested support related to the following areas (in order of highest to lowest frequency):
 

|                        |                     |
|------------------------|---------------------|
| ■ Budget               | ■ HR                |
| ■ Finance              | ■ Physical Security |
| ■ Acquisitions         | ■ EEO               |
| ■ Space and Facilities | ■ Ethics            |
| ■ Safety Management    | ■ BSEE Interface    |
| ■ NBC Interface        |                     |





*\*Based on responses received in the All-Employee Survey, Management Activity-Time Estimate Tool, and interviews.*

# Current State Analysis

## B. Distribution of Work (Continued)



### Individual Office Workflow - Administrative Functions\* (Continued)

#### Human Capital and Diversity

- E** ✓  Administrative support requested of Administrative Staff
- ✓  Administrative support requested of Mission Staff
- ✓  Administrative support requested of Administrative Staff within Office
-  Administrative support requested of Mission Staff within Office
- Mission staff within the Human Capital and Diversity offices are contacted for administrative support from the following offices. Offices are shown by highest to lowest frequency of responses:
    - Financial Management
    - Assistant Secretary, Policy, Management, and Budget
    - Civil Rights
    - Chief Information Officer
    - Planning and Performance Management
    - Policy Analysis
    - DAS Technology, Information, and Business Services
    - Acquisition and Property Management
    - NBC
    - DAS Human Capital and Diversity
    - DAS Budget, Finance, Performance, and Acquisition
    - Environmental Policy and Compliance
    - Native Hawaiian Relations
    - Other
    - Restoration and Damage Assessment
    - Assistant Secretary Water and Science
    - Natural Resources Revenue
  - Administrative staff within the Human Capital and Diversity offices are contacted for administrative support from the following offices.
    - DAS Human Capital and Diversity
    - Civil Rights
    - Other (*Offices not disclosed in All-Employee Survey*)
    - Assistant Secretary, Policy, Management, and Budget
  - Requested support related to the following areas (in order of highest to lowest frequency):
    - EEO
    - Ethics
    - Safety Management
    - BSEE Interface
    - HR

*Observations:* The DAS Human Capital and Diversity uses administrative staff for administrative function support. However, within the Office of Civil Rights, administrative function support is provided by mission staff. In addition, external offices contact mission staff to provide administrative support regarding EEO and Ethics issues, among other requests.

### Law Enforcement, Security, and Emergency Management

- F** -----> Administrative support requested of Administrative Staff
- ✓ -----> Administrative support requested of Mission Staff
- ✓  Administrative support requested of Administrative Staff within Office
-  Administrative support requested of Mission Staff within Office
- Mission staff within the Law Enforcement, Security, and Emergency Management offices are contacted for administrative support from the following offices. Offices are shown by highest to lowest frequency of responses:
    - Chief Information Officer
    - Financial Management
    - Natural Resources Revenue
    - Assistant Secretary, Policy, Management, and Budget
    - Civil Rights
    - Deputy Assistant Secretary, Technology, Information, and Business Services
    - Acquisition and Property Management
    - Environmental Policy and Compliance
    - Restoration and Damage Assessment
    - Policy Analysis
    - NBC
    - Assistant Secretary, Water and Science
    - Deputy Assistant Secretary, Budget, Finance, Performance, and Acquisition
    - Deputy Assistant Secretary Human Capital
    - International Affairs
  - Deputy Assistant Secretary Law Enforcement, Security, and Emergency Management offices contact their administrative staff for administrative support.
  - Requested support related to the following areas (in order of highest to lowest frequency):
    - Physical Security
    - Safety Management
    - Space and Facilities
- Observations:* The DAS Law Enforcement, Security, and Emergency Management uses administrative staff for administrative function support. External offices are contacting mission staff to provide administrative support regarding Physical Security, Safety Management, and Space and Facilities issues. Within these offices, mission staff is shouldering a majority of the administrative burden as it relates to administrative function tasks.

*\*Based on responses received in the All-Employee Survey, Management Activity-Time Estimate Tool, and interviews.*



# Current State Analysis

## C. Training and Development

### All Administrative Functions Outside of the General Administrative Skills are in Need of Development

Although all functional administrative categories and corresponding skills sets had at least one “insufficient” rating, collectively, all administrative functions outside of the general administrative skills are in need of development. In some cases, an “insufficient” rating was not indicative of a developmental need for an individual providing administrative support because proficiency in that particular skill set is not expected. However, that skill set remains a need for that office.

“According to the FY2010 Federal Employee Viewpoint Survey, 38% of OS staff surveyed feel their training needs are assessed. Further, 52% believe their work unit is able to recruit people with the right skills.”

#### Purpose and Methodology

The Skills Assessment Focus Groups asked senior leadership to discuss and evaluate the competencies of the current administrative support staff in specific skills required to perform administrative functions at DOI. The survey requested focus group participants to evaluate specific administrative skills within:

- budget
- human resources
- communications
- DOI policy and tools
- procurement and contracting, and general administrative support

Senior leadership provided a ranking of the current skill set of the administrative staff that supports their office as:

- **Not Applicable** - This skill is not required of the Administrative Staff supporting my office
- **Insufficient skill** - Administrative Staff do not have sufficient skill in this area to perform the job effectively
- **Sufficient skill to perform the job** - Administrative Staff can perform this skill with some supervisory support
- **Exceeds skill necessary to perform the job** - Administrative Staff have a level of skill that exceeds job requirements and would be able to teach other staff members in this skill area

The results of these focus groups provided insight into the current skills sets of the administrative staff identifying strengths, opportunities for improvement, and training needs.

## Results of Skills Assessment Focus Groups

- Administrative staff are often responsible for multiple administrative functions and must often perform distinct roles. Most respondents believe a need exists for generalists that handle phone coverage, scheduling, small charge card purchases, time, and travel and specialists that have functional expertise (e.g., development of vacancy announcements, office budgets) and a knowledge of the particular office's business.
- The general administrative skills were rated as sufficient; however, the more complex administrative functions were all rated below sufficient.
- There is a need for back-up resources to understand specifics of administrative functions to ensure work is completed when administrative staff are out of the office; an informal "train-the-trainer" program would facilitate this knowledge sharing.
- Clear expectations are needed for both administrative staff and mission staff which outline points of contact and the level of support required.
- Motivation and relationships within DOI were identified as other factors that contribute to the level of service provided by administrative staff.
- The following administrative skills were identified as insufficient in supporting the office:
  - Reallocation of funds between accounts (*n*=22)
  - Creating the office's financial plan (*n*=20)
  - Handling vendor payments (*n*=19)
  - Reviewing staff performance (*n*=10)
  - Advising on labor relations (*n*=14)
    - "n" represents the number of individuals responsible for performing the skill

### Notes

- 35 administrative staff were evaluated in the focus groups, representing 14 offices within OS
- Grade, tenure, and position title were not considered as part of this questionnaire
- ONRR is not included with this evaluation; ONRR responses will be considered in the alternative models analysis
- Employees rated as not applicable for a particular skill set were removed from the total population





# Current State Analysis

## D. Quality, Timeliness, and Availability

### Who to contact?

OS staff are unclear about *who* to contact for internal and external administrative support. Further, 72% of OS staff surveyed do not believe administrative services are accessible and available when needed.

### Summary of Observations

- A** Almost half of all respondents do not know who to contact for *non*-human resources specific administrative support.
- B** Sixty percent of survey respondents know who to contact for human resources (HR) management administrative support; the highest percentage when compared to *other* administrative functions.
- C** Approximately 80% of participants are unclear about *who* to contact at NBC and BSEE to access administrative support. Based on interview responses, a number of senior leadership staff indicated NBC and BSEE staff rotate frequently without explanation or advanced warning, leaving points of contact unclear.
- D** Approximately 58% of respondents are unclear about *who* to contact for administrative questions related to the implementation and use FBMS.
- E** Over 70% of OS staff know who to contact for updating Quicktime and using GovTrip when compared to *other general* administrative support.
- F** On average, 72% of survey respondents indicated they do not believe administrative services are accessible and available when needed. In addition, 77% of staff do not believe services are at the level of timelines and quality they need.

## All-Employee Survey Response Analysis

Do you know who to contact to access the following administrative support function?

(N=216)

**B**

Human resources management



Acquisitions (including contracting, grants mgt., and cooperative agreements)



Budget allocation, tracking, reporting and accountability



Financial management



Space and facilities management



Safety management



Physical and personnel security



EEO



Ethics



Interface between OS and NBC for facilities, payroll, finance, contracting and other



Interface between OS and BSEE for human resources services



**A**

**C**

Do you know who to contact to access the following General Administrative Tasks?

(N=216)

**E**

Update Quicktime



Use GovTrip



Manage Internal Controls



Correspondence Control



Schedule Meetings



Maintain Document Files



**D**

Implement / Use FBMS



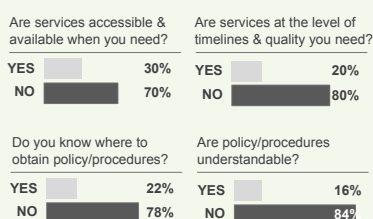
# Current State Analysis

## D. Quality, Timeliness, and Availability (Continued)

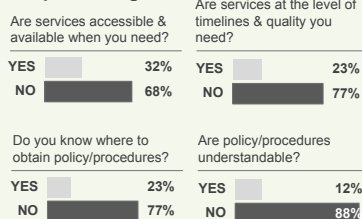
F

### Administrative Functions

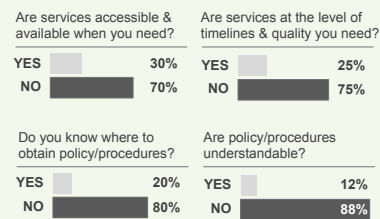
#### Human resources management



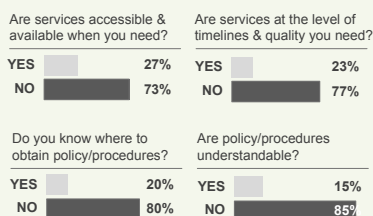
#### Acquisitions (including contracting, grants mgt., and cooperative agreements)



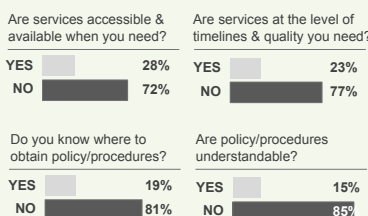
#### Budget allocation, tracking & reporting



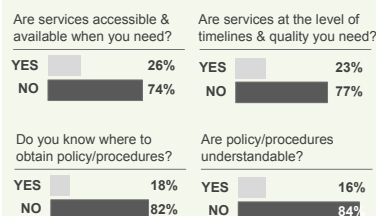
#### Financial management



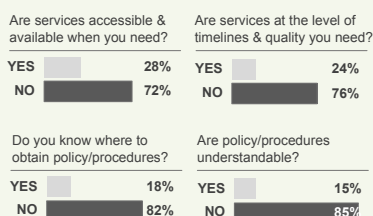
#### Space & facilities management



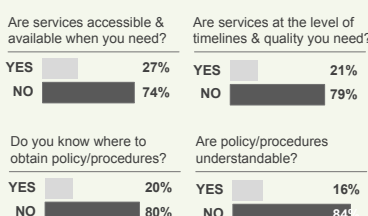
#### Safety management



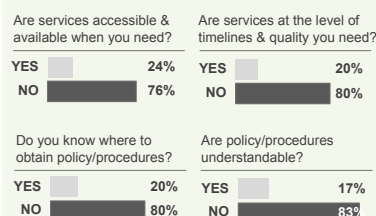
#### Physical and personnel security



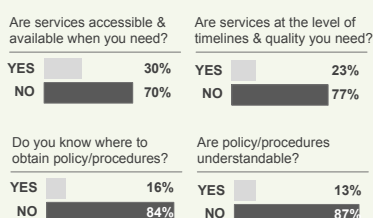
#### EEO



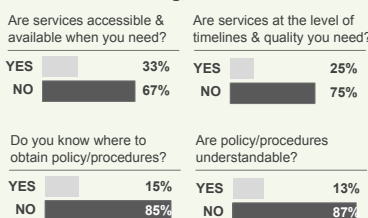
#### Ethics



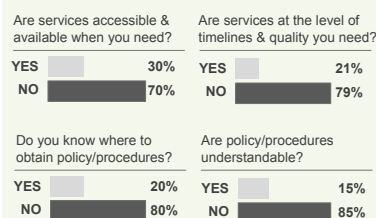
#### Information technology (excluding NBC)



#### Interface between OS and NBC for facilities, payroll, finance, contracting, etc.

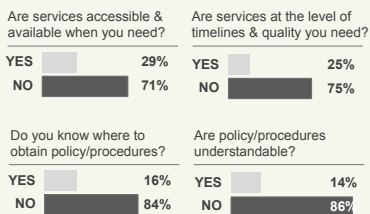


#### Interface between OS and BOMERE for human resources services

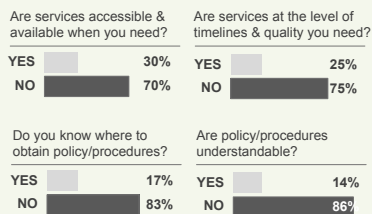


## General Administrative Support

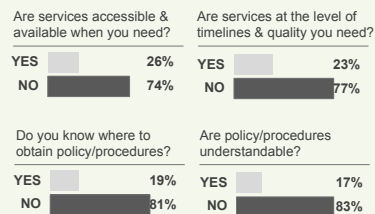
### Update Quicktime



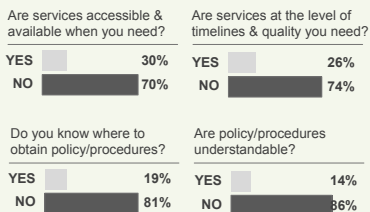
### Use GovTrip



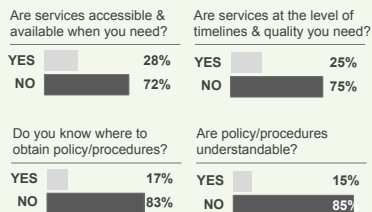
### Manage Internal Controls



### Correspondence Control



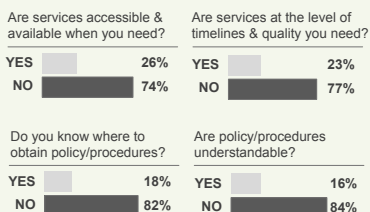
### Schedule Meetings



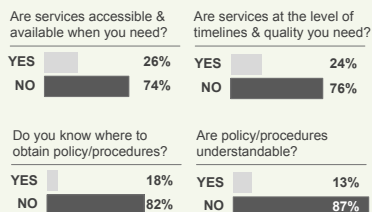
*Observations:* On average, OS staff do **not** perceive:

- Services are available and accessible when needed
- Services are at the level of timeliness and quality needed
- Policy and procedures to be understandable or easily-locatable

### Maintain Document Files



### Implement / Use FBMS



“Undefined service quality standards and variance in experience level lead to variance in service provided for administrative tasks.\*

- Interview response

# Glossary of Terms

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- a** **Administrative Staff** Administrative staff comprising the study population consists of staff within the Administrative Occupational Series Group (0300), including GS-0301 Miscellaneous Administration and Program Series; GS-0303 Miscellaneous Clerk and Assistant Series; GS-0318 Secretary Series; GS-3026 Office Automation Clerical and Assistance Series; GS-0341 Administrative Officer Series; GS-0343 Management and Program Analysis Series; Additional occupational groups were included based on responses from the Management Activity-Time Estimate Tool and input from the PMB Executive Steering Committee (i.e., GS-0560 Budget Analysis Series; GS-0986 Legal Assistance Series).
- Administrative Average Tenure** Average years of service of administrative staff at OS
- Administrative Rookie Ratio** Percentage of administrative staff, excluding interns, leaving with less than two years of service at OS
- Administrative Stability Ratio** Percentage of administrative staff, excluding interns, leaving after three or more years of service at OS
- Admin Separation Rate by Tenure Group** Percent of administrative staff leaving within the listed year of service groups
- Average Days to Fill Vacancy** Average number of calendar days to fill a position within OS
- Average Ratio of Administrative Staff to Total Staff** Average number of administrative staff to total population of staff in OS offices
- c** **Common Insight** Issues or considerations expressed by several employees during the interview phases and All-Employee Survey
- d** **Days After Retirement** Average number of days staff stay after retirement eligibility date has passed
- f** **Full Performance Level** Reaching the highest GS grade for a position represents achieving the full performance level
- Full Time Equivalent (FTE)** FTE was calculated using accession and separation dates to account for percentage of time spent in OS position during FY2011
- i** **Impact** Denotes an impact of the current state findings and relates to workforce, career progression of administrative staff, and distribution of work
- m** **Mission Staff** Mission staff include non-administrative staff
- p** **Percent of Offices without Dedicated Administrative Support** Offices without dedicated administrative staff
- r** **Retirement Eligibility Risk** Level of risk related to employee retirement eligibility dates; risk is classified as low, medium, or high


# References & Sources

## REFERENCES

### PAGE 19

#### **FY2010 Federal Employee Viewpoint Survey**


Question 10 in the survey asks employees to answer “My workload is reasonable.” According to the survey, 52.4% of Office of the Secretary respondents believe their workload is reasonable, while the government-wide average is 59.1% of respondents.

-  **FY2010 Time to Hire Scorecard** Scorecard developed for the Office of Personnel Management quarterly reporting requirement for Time to Hire. Scorecard provided by Policy, Management, and Budget Office of Human Resources.

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#### **FY2010 Federal Employee Viewpoint Survey**

Question 22 in the survey asks employees to answer “Promotions in my work unit are based on merit.” According to the survey, 43.2% of Office of the Secretary respondents believe promotions in their work unit are based on merit, while the government-wide average is 35.4% of respondents.

-  **FY2010 Federal Employee Viewpoint Survey** Question 23 in the survey asks employees to answer “In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.” According to the survey, 32.3% of Office of the Secretary respondents believe steps are taken to deal with a poor performer; the government-wide average is 30.8% of respondents.

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#### **FY2010 Federal Employee Viewpoint Survey**

Question 18 in the survey asks employees to answer “My training needs are assessed.” According to the survey, 38.1% of Office of the Secretary respondents believe their training needs are assessed, while the government-wide average is 53.8% of respondents.

#### **FY2010 Federal Employee Viewpoint Survey**

Question 18 in the survey asks employees to answer “My work unit is able to recruit people with the right skills.” According to the survey, 51.9% of Office of the Secretary respondents believe their office has the ability to recruit people with the right skill sets, while the government-wide average is 45.8% of respondents.

## SOURCES

- FY2011 Active-Separated Employee Roster from the Federal Personnel Payroll System (FPPS)
- FY2011 Combined History File extract from FPPS
- Phase I interviews; 51 interviews were conducted between August 24, 2011 and October 11, 2011.
- Phase II interviews; nine interviews were conducted between September 22, 2011 and October 24, 2011.
- All-Employee Survey responses; 216 complete and 209 partial responses were received between September 19, 2011 and October 14, 2011.
- Management Activity-Time Estimate Tool; The assessment team collected 30 out of 35 (85%) Management Activity-Time Estimate documents.
- Skills Assessment Focus Groups; five focus groups consisting of 14 offices were conducted between October 17, 2011 and October 27, 2011.



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