



# United States Department of the Interior

NATIONAL PARK SERVICE

1849 C Street, N.W.

Washington, D.C. 20240

IN REPLY REFER TO:

## Director's Order #92: Servicewide Workforce Management

Approved:   
Director

Effective Date: 3-30-2010

**Duration:** This Order will remain in effect until amended or rescinded

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### I. Background and Purpose

**1.1 Background.** The Associate Director, Workforce Management, has functional authority in the areas of human resources, employee learning and development, organizational development, equal employment opportunity, diversity management, and conflict resolution. These activities are vital to the proper management of the national park system and National Park Service programs. It is therefore important that policies, procedures, and other guidance applicable to these activities be efficiently communicated throughout the Service. To a large extent, the policies and procedures governing these topics are prescribed by authorities outside the NPS, such as the Office of Personnel Management, the Equal Employment Opportunity Commission, and the Department of the Interior. Under the NPS directives system, policies and procedures imposed by outside authorities do not necessarily need to be reiterated by the Director, but may instead be issued as "Level 3" guidance by a subordinate manager. In addition, the Director may delegate authority to a subordinate manager to issue standards and other requirements that would normally be within the purview of the Director to issue.

**1.2 Purpose.** The purpose of this Director's Order is to set forth NPS policy and procedures—and a procedural framework—for managing guidance issued under the

functional authority of the Associate Director, Workforce Management.

## **II. Authority**

The authority to issue this Order is contained in the NPS Organic Act (16 USC 1-4) and in delegations of authority contained in Part 245 of the Department of the Interior Manual. This Order is intended only to improve the internal management of the NPS, and it is not intended to, and does not, create any right or benefit, substantive or procedural, enforceable at law or equity by a party against the United States, its departments, agencies, instrumentalities or entities, its officers or employees, or any other person.

## **III. Policies and Procedures**

The Service will continually strive to achieve management excellence in the areas of human resources, employee learning and development, organizational development, equal employment opportunity, diversity management, and conflict resolution. NPS managers and other employees must be familiar with Servicewide policies and procedures, whether issued through *Management Policies 2006*, various Director's Orders, or other authoritative sources of guidance. The following policy excerpts from these sources are especially notable. (For the full text, please refer to the sources as noted.)

**3.1 Human Resources.** The Service will pursue a human resources program that is comprehensive, that is based on competencies, and that encompasses the entire workforce, including employees, volunteers, contractors, concession employees, interns, and partners. (MP 2006, section 1.9.1)

**3.2 Career Development, Training, and Management.** The Service will implement a comprehensive training program for employees in all professional careers and a goal of ensuring that the workforce has the best, up-to-date knowledge, skills, and abilities with which to manage, interpret, and protect the resources of the national park system. Employee development planning and strategies will be directly linked to core competencies and ensure the highest return on investment for the organization. (MP 2006, section 1.9.1.2; Director's Order #33: Learning and Development)

**3.3 Workforce Diversity.** The Service will continue to seek ways to achieve its workforce diversity goals and to recognize workforce diversity as a sound business practice. Success in achieving workforce diversity will also enhance the Service's ability to more successfully connect with park visitors who represent America's diverse population. Continuing efforts will be made to increase public awareness of employment opportunities and to develop partnerships with diverse populations and organizations for the purpose of improving workforce diversity. (MP 2006, section 1.9.1.5; also, Director's Order #16B: Diversity in the Workplace (projected for future release))

Additionally, the Service must maintain an environment that is free of discrimination and hostility. This environment is necessary for accomplishing our goal of attracting, hiring, developing and retaining a quality diverse workforce that achieves our mission and meets the expectations of our citizens and international visitors we serve. (Director's Order

## #16D: Equal Employment Opportunity and Zero Tolerance for Discrimination)

As part of the NPS commitment to employing a diverse workforce, increased representation will be sought for women, minorities, and individuals with disabilities in all occupations and grade levels. It is the policy of the NPS to provide reasonable accommodation to the known disabilities of qualified applicants and employees. (Director's Order #16A: Reasonable Accommodation for Applicants and Employees with Disabilities)

**3.4 Conflict Resolution.** The Service actively supports teamwork, delegation to the most effective level, empowerment of employees, and accountability. The Service also supports implementation of the CORE Plus (conflict resolution) program, which is aimed at proactively managing and resolving workplace conflict to improve the quality of work life and productivity. The COREPlus framework focuses on: (1) maximizing the use of Alternative Dispute Resolution (ADR) methods, (2) improving personal communications between the specific parties, and (3) preserving relationships between employees and supervisors rather than advancing adversarial positions. (Director's Order #93: Conflict Resolution)

In addition, the Department of the Interior issues and periodically updates its Strategic Plan and its associated Human Capital Strategic Plan and Diversity Strategic Plan, which establish broad frameworks around which more detailed plans, goals, and strategies for managing the workforce within the Department are developed. These Department Plans are augmented with bureau-specific Workforce Plans tailored to the needs of the individual bureau. Accordingly, the NPS has a Workforce Plan and a Diversity Recruitment Plan that address NPS issues and NPS goals and strategies that serve to focus our workforce management efforts within the broader range of Departmental and Federal workforce policies and initiatives.

## **IV. Delegations, Responsibilities, and Accountability**

**4.1 Associate Director, Workforce Management (ADWM).** The ADWM is delegated functional authority and responsibility to provide leadership, policy development, and national level guidance and field support for the Service's national programs in the areas of (1) human resources, (2) employee and organizational learning and development, (3) equal employment opportunity and workforce diversity management, and (4) conflict resolution. As part of this delegated authority, the ADWM will institute a system for developing, issuing, and updating memoranda and other forms of guidance on topics under the ADWM's jurisdiction.

When non-discretionary policies, procedures, or other forms of guidance on these topics are issued by higher-level authorities (e.g., OPM), the ADWM may disseminate them Servicewide without the necessity of prior internal NPS review and comment. Where the Service has discretionary authority on whether, or how, to implement a policy or procedure, the ADWM will provide opportunities for internal review and comment within the NPS. Since workforce management topics affect, and are of vital interest to, all NPS employees, the ADWM should strive to do the following:

(a) Make policies, procedures, and other information conveniently accessible to all employees. This will include maintaining a comprehensive and user-friendly web presence on InsideNPS, so that employees can readily access information on topics across the full spectrum of workforce management; and

(b) Where discretionary policies and procedures will be developed, be attentive to opportunities and mechanisms for providing broad participation within the Service; and

(c) Ensure that workforce management professionals are equipped to respond to employee requests for information in a timely manner.

As with the policies and procedures encompassed within Director's Order #93 and those within the Director's Order #16 series, the ADWM will ensure that new discretionary policies and procedures that are more appropriate for the Director to issue are crafted as Director's Orders and undergo the level of Servicewide review normally associated with a Director's Order.

**4.2 Managers and Supervisors.** Failure by managers and supervisors to properly implement policies and procedures in the areas of human resources, employee and organizational learning and development, equal employment opportunity and workforce diversity management, and conflict resolution can be harmful to employee performance and morale and, in some cases, be illegal and result in significant risk and/or expense to the Service. Therefore, senior managers must not only carry out their responsibilities within these areas of endeavor, but also ensure that subordinate managers and supervisors are aware of their responsibilities and adequately trained to meet them.

**4.3 All Other Employees.** As noted previously, the topics covered under this Director's Order have significant implications at all levels Servicewide, and affect the day-to-day work life of all employees. All employees must therefore make a good-faith effort to become knowledgeable of the applicable legal, regulatory, and policy requirements. Any employee who is unable to find a source for this knowledge should consult the appropriate human resource manager, EEO counselor, or training manager.

**4.4 Organizational Accountability.** In accordance with (1) sound management practice, (2) OPM's Human Capital Accountability Framework, (3) periodic EEOC reviews, and (4) other reviews that may be performed by organizations such as the Government Accountability Office or the Department's Office of Inspector General, the ADWM must ensure that accountability reviews across the Service and required accountability reports are prepared and submitted in a timely fashion.

**4.5 Recordkeeping.** Supervisors and employees must ensure that all records relating to workforce management activities are gathered, maintained, and disposed of in accordance with Director's Order #19: Records Management.

-----End of Director's Orders-----