

## Question or Comment?

Press the lever on your push to talk microphone and then...

"Excuse me Floy, this is  
[*your name*] at [*your location*]  
I have a question (comment)."

---

---

---

---

---

---

---

---

## Outcomes—Effective Workforce Use

- Understand the difference among position management, operations evaluations, and a core operations study
- Recognize elements of good workforce planning

Participant  
Guide  
Page 2

---

---

---

---

---

---

---

---

## Outcomes—continued

- Identify benefits of position management
- Identify common organizational problems
- Given an org chart, identify potential strengths and weaknesses of the organization

---

---

---

---

---

---

---

---

## *Outcomes—continued*

- Identify the steps in the position management review process
- Develop a position management plan

---

---

---

---

---

---

---

---

## *Competencies*

### **Vision**

Taking the long-term view

### **Leading Change**

External Awareness & Strategic Thinking

### **Results Driven**

Accountability, Problem Solving, & Technical Credibility

### **Business Acumen**

Human Resources Management

---

---

---

---

---

---

---

---

## *Operations Evaluation (Ops Eval)*

A study of how efficiently and effectively a park uses its resources and how well it meets GPRA goals. These are the goals set for the park by the DOI

---

---

---

---

---

---

---

---

## *Core Operations (Core Ops)*

- A study to determine what is the basic core mission of the park, the personnel needed to meet that mission, and the cost to do so
- **BCP (Budget Cost Projection)**– the funds you have to run the park

---

---

---

---

---

---

---

---

## *Position Management*

- Central to getting a good score on ops eval
- Core ops is sound position management
- Using your resources wisely
- Planning how you will meet your future needs in terms of positions
- Effective combination of the duties for efficient use of resources

---

---

---

---

---

---

---

---

## *Most Efficient Organization (MEO)*

- A concept where the park employees put together a proposal to formally bid for jobs within the park
- Happens when we fail to apply sound position and budget management

---

---

---

---

---

---

---

---

## Thinking Exercise

1. Do you respect upper management? Coworkers? Subordinates? Why or why not?
2. Is integrity readily visible at your site?
3. Is there a good esprit de corps?

---

---

---

---

---

---

---

---

## Discussion Exercise: *Would You Want To Work at Your Park?*

- What about your park first attracted you? Does the situation still exist?
- If you could change how things are done in your work section, what would you change? Why
- Do you want to stay in your park? Why or why not?

Participant  
Guide  
Page 3

---

---

---

---

---

---

---

---

## Creating Great Workplaces

- Knowing what is expected
- Having the materials and equipment needed to work right
- Having the opportunity to do what the employee does best
- Receiving recognition or praise

---

---

---

---

---

---

---

---

## *Workplaces , continued*

- Having someone care about them as a person
- Encouraging their development
- Their opinions seem to count
- Feeling their job is important and part of the mission/purpose of park

---

---

---

---

---

---

---

---

## *Workplaces, continued*

- Knowing coworkers are committed to doing quality work
- Having a best friend at work
- Having supervisor talk to them about their progress
- Having opportunities to learn and grow

---

---

---

---

---

---

---

---

## *The most important single job...*

of a manager/supervisor is to develop and maintain an organization that performs effectively and efficiently, and is productive year round. Planning is an essential part of making this happen.

---

---

---

---

---

---

---

---

## Position Management

- Central to good score on ops eval
- Using resources wisely
- Planning how to meet future needs in terms of positions (duties necessary for the management of the park), skills and knowledge required,
- Effective and efficient combining of the duties for optimum results

Participant  
Guide  
Page 6

---

---

---

---

---

---

---

---

## Exercise

- What are your major job duties?
- What are the skills/knowledge you need to perform your job duties?

---

---

---

---

---

---

---

---

## Position Management, continued

- Attraction/retention of quality workforce
- Employee motivation
- Career development & advancement opportunities

---

---

---

---

---

---

---

---

## Creating Great Workplaces

- Knowing coworkers are committed to doing quality work
- Having a best friend at work
- Having supervisor talk to them about their progress
- Having opportunities to learn and grow

---

---

---

---

---

---

---

---

## Exercise

- Make a list of what *you* think are benefits in using position management within your organization.

---

---

---

---

---

---

---

---

## Good Effective Workforce Use Helps To:

- Improve productivity
- Improve communication
- Improve morale
- Increase efficiency
- Better utilize available resources
- Address workload needs

Participant  
Guide  
Appendix B

---

---

---

---

---

---

---

---

## Effective Workforce, continued

- Avoid bottlenecks
- Reduce red tape
- Reduce employee turnover
- Improve recruitment
- Reduce error rate
- Reduce absenteeism

---

---

---

---

---

---

---

---

---

---

## Common Organizational Problems

- Excessive Layering
- Inappropriate Span of Control
- Fragmentation
- Job Dilution
- Unnecessary Positions

Participant  
Guide  
Page 7

---

---

---

---

---

---

---

---

---

---

## Everyone's Park #9012




---

---

---

---

---

---

---

---

---

---

## Exercise: Org Chart, Part 1

- Review and discuss among yourselves the organizational chart on PAGE 8 of your guide.
- Be prepared to list the strengths and weaknesses.
- We will then look at ways to take advantage of the strengths and correct weaknesses as we complete our course today.

Participant  
Guide  
Page 9

---

---

---

---

---

---

---

---

## Strengths and Weaknesses

- Full complement of staff for all positions  
- good
- Too many layers of supervision
- Suggest reassess admin
- Clerical help - too much/enough?
- Assessment of Ranger Divisions

---

---

---

---

---

---

---

---

## Strengths and Weaknesses

- Full complement of staff for all positions  
- good: each division is separated but not all parks can afford this
- Too many layers of supervision
  - Wonder at need for Deputy and Management Assist
  - Wonder at need for Supv Ecologist GS-11
- Suggest reassess admin
  - AO GS-12 most likely is not supported
  - Wonder at need for 2 GS-6s (Sec & Admin Assist)

---

---

---

---

---

---

---

---

## Strengths and Weaknesses

- Assessment of Ranger Divisions
  - Chief Ranger GS-12 probably not supported
  - Need Lead and subordinate supervisor? If dispersed rangers, may need 2 leads
  - Seasonal LE Rangers don't normally meet GS-09
  - Chief Interpretation GS-12 probably not supported
  - Don't need subordinate Interpretation supervisor

---

---

---

---

---

---

---

---

## Sound Organization

- One in which management -
- effectively and efficiently uses its current workforce to meet mission needs
  - Stays within budget, but plans for future
  - Plans for the future in terms of resources by forecasting needs
  - Position management plans are flexible and fluid to accommodate changes

---

---

---

---

---

---

---

---

## Characteristics of a Sound Organization

- Clear lines of authority within the organization
- Responsibility coupled with corresponding authority
- Authority is delegated as far down the line as is prudent
- No one reports to more than 1 line supervisor

Participant  
Guide  
Page 9

---

---

---

---

---

---

---

---

## *Characteristics, continued*

- Employees understand the mission, goals, and responsibilities of the organization
- Number of authority levels is kept to a minimum
- Free flow of ideas and information

---

---

---

---

---

---

---

---

## *Roles in Effective Workforce Use*

### **Managers and Supervisors**

- Anticipate workloads
- Plan efficient staffing within personnel ceiling
- Ensure that necessary jobs are established and filled

---

---

---

---

---

---

---

---

## *Roles, continued*

### **Managers and Supervisors**

- Control budget
- Review organization and position structures at least annually

---

---

---

---

---

---

---

---

## *Roles, continued*

### **Training/Employee Development Specialist**

- Helps people obtain needed training
- Advises on developmental opportunities
- Identifies training needs for all employees

### **Equal Opportunity Specialist**

- Ensures that EEO objectives are supported and met (diversity)

---

---

---

---

---

---

---

---

## *Roles, continued*

### **Classification Specialist**

- Classifies position descriptions
- Develops procedural guidelines for Effective Workforce Use
- Provides staff assistance on effective position structure
- Assists with cyclic review of positions and Effective Workforce Use practices

---

---

---

---

---

---

---

---

## *What Tools Do You Have?*

**What Tools for Effective Workforce Use are available to you?**

---

---

---

---

---

---

---

---

## Effective Workforce Use Tools

- The park mission statement & its legislation act
- Accurate PDs that clearly delineate duties and responsibilities of each position, yet work in tandem to accomplish the mission
- A good understanding of budget constraints

Participant  
Guide  
Page 10

---

---

---

---

---

---

---

---

## Tools, continued

- Organization and staffing charts
- Workflow charts
- Thorough knowledge of employees' abilities

Participant  
Guide  
Page 11

---

---

---

---

---

---

---

---

## Effective Workforce Use Review Process

- Step 1: Analyze current workforce
- Step 2: Identify skill gaps
- Step 3: Study budget, workforce fluctuations and labor pool
- Step 4: Develop a plan
- Step 5: Begin implementation.

Participant  
Guide  
Pages 11

---

---

---

---

---

---

---

---

## *Exercise: Org Chart, Part 2*

Take another look at the org chart on page 8 of your guide - with some additional information. Do you see any ways to cut overhead costs?

---

---

---

---

---

---

---

---

## *Park Information*

- Park is a medium sized water park
- Over budget for personnel costs
- ONPS Budget just under \$2 million
- All positions filled
- Open year round, 9 a.m. - 5 p.m.

---

---

---

---

---

---

---

---

## *Possible Measures*

- Reduction through attrition
- Hiring freeze
- Cut part-time/temporary employees
- Bring subcontracted work in-house
- Cut overtime to minimum
- Reassign/retrain employees
- Furlough
- Use STEP/SCEP/Term positions where feasible

---

---

---

---

---

---

---

---

## *Developing a Effective Workforce Use Plan*

1. Develop a succession plan
2. Analyze park's mission and needs
3. Assess strategic growth.
4. Estimate demand for labor.
5. Develop a written plan.

Participant  
Guide  
Pages 12

---

---

---

---

---

---

---

---

## *Process Review*

- Analyze your park/division/office.
- State your objectives/needs clearly in your mind and in writing.
- Develop alternatives to hiring personnel.
- Seek help from subject matter experts.
- Involve all employees.
- Continually evaluate the process.

---

---

---

---

---

---

---

---

## *For More Information, Contact:*

Your Regional HR Office, OR

**Floy Westermeier**  
HR Specialist, MWRO  
402-661-1652  
[Floy\\_Westermeier@nps.gov](mailto:Floy_Westermeier@nps.gov)

---

---

---

---

---

---

---

---

## To receive credit for this course

Take the on-line evaluation at:

[www.nps.gov/training/tel](http://www.nps.gov/training/tel)

- Click on the DOI Learn tab
- Go to the link under Class Evaluations for *Recruiting for the National Park Service*

---

---

---

---

---

---

---

---

## To receive credit for this course

- Please complete the evaluation within 2 weeks of the course, by April 9
- Sign the Attendance Roster

---

---

---

---

---

---

---

---