DEPARTMENT OF THE INTERIOR

MINERALS MANAGEMENT SERVICE MANUAL

TRANSMITTAL SHEET

Release No. 200 January 9, 1992

SUBJECT: Administrative Series
Part 370 Personnel
Chapter 412 Supervisory and Managerial Development

EXPLANATION OF MATERIAL TRANSMITTED:

The purpose of this chapter is to set forth the policy, responsibilities, requirements, and procedures governing the development of managers and supervisors within the Minerals Management Service.

Scott Sewell

Director

FILING INSTRUCTIONS:

REMOVE:

None

INSERT:

Part	Chapter	Pages	Release
370	412		200
	Subchapters		
	1	1-4	
	2	1-6	
	3	1-2	
	4	1-10	

OPR: Training and Evaluation Branch
Personnel Division
Office of Administration
Office of Management and Budget

Subchapter 1 - General Provisions

1. Purpose. The purpose of this chapter is to set forth the policy, responsibilities, requirements, and procedures governing the development of managers and supervisors within the Minerals Management Service (MMS).

2. Objective. To ensure that the MMS managers and supervisors participate in, benefit from, and actively support development activities.

3. Authority.

A. Federal Personnel Manual Chapter 412;

B. 370 DM 315 Career and Career-Conditional Appointment;

C. 370 DM 410 Training; and

D. 370 DM 412 Management Development.

4. Definitions.

A. Manager. A manager is an individual whose position requires the full range of managerial functions delineated in the Supervisory Grade-Evaluation Guide, to include:

(1) Determining program goals and developing plans for the MMS;

(2) determining resource needs and allocation of resources;

(3) coordinating program efforts with other internal activities and/or with the activities of other Agencies;

(4) setting policy for the organizations managed; and

(5) delegating authority to subordinate supervisors and holding them accountable for the performance of their organizations.

B. Probationary Manager. A probationary manager is an employee initially appointed to a managerial position who is subject to a probationary period. (See MMSM 370.315.)

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C. Probationary Period. A period of at least 12 consecutive months during which the MMS will assess a new supervisor's or manager's supervisory or managerial performance (not technical ability or program knowledge) based on established performance criteria. The employee may be returned to a nonsupervisory or nonmanagerial position without undue formality should circumstances warrant. (See MMSM 370.315.)

D. Probationary Supervisor. A probationary supervisor is an employee initially appointed to a supervisory position who is subject to a probationary period.

E. Supervisor. A supervisor is an employee whose position requires the exercise of supervisory responsibilities that meet the minimum requirements for application of the Supervisory Grade-Evaluation Guide or similar standards of minimum supervisory responsibility specified by the job standards and other directives of the appropriate pay schedule or system. These positions involve performing supervisory duties and responsibilities with respect to 3 or more employees. Supervisory functions include:

(1) Assigning, directing, and reviewing the work of subordinate employees;

(2) recommending selections, promotions, status changes, awards, disciplinary actions, and separations;

(3) planning, scheduling, and coordinating work operations;

(4) solving problems related to the work supervised; and

(5) working to achieve the objectives of Governmentwide personnel programs and policies.

5. Policy. It is the policy of the MMS to promote development of supervisors and managers through a systematic process in order to improve their effectiveness and efficiency and to increase excellence in Government.

6. Coverage. This chapter applies to MMS career or career-conditional supervisors and managers.

7. Responsibilities.

A. Director is responsible for:

(1) Providing direction and leadership to the supervisory and managerial development program;

(2) using the supervisory and managerial development program effectively in the accomplishment of the Bureau's mission;

(3) surveying the developmental needs of the Bureau's supervisors and managers; and

(4) providing resources to meet training and development needs.

B. Associate, Deputy Associate, and Regional Directors are responsible for developing, directing, and monitoring the supervisory and managerial development program by determining development needs, providing for the delivery of training, and evaluating the development program for effectiveness within the scope of delegated authority.

C. Administrative Service Center Managers are responsible for:

(1) Administering the supervisory and managerial development program for serviced employees including the designation of field coordinators for the MMS Management Development Program (MDP) and the referral of MDP graduates in accordance with procedures provided in subchapter 4;

(2) maintaining documentation required by this chapter and by departmental and Office of Personnel Management (OPM) regulations; and

(3) preparing and submitting reports on supervisory and managerial development to the Personnel Division as required.

D. Chief, Personnel Division, is responsible for:

(1) The executive direction of the MMS supervisory and managerial development program;

(2) developing Bureauwide policies, systems, procedures, and standards for supervisory and managerial development;

(3) providing a full range of development opportunities using a variety of Government and non-Government resources;

(4) defining MMS supervisory and managerial development needs and developing objectives and plans to meet those needs;

(5) providing information, advice, and guidance to field personnel offices on planning and administering local supervisory and managerial development programs;

(6) administering the supervisory and managerial development program for Headquarters and other serviced employees; and

(7) preparing and submitting reports on supervisory and managerial development to OPM and other authorities as required.

E. Managers are responsible for:

(1) Monitoring the developmental progress of their probationary supervisors and managers;

(2) conducting counseling sessions with their probationary supervisors or managers at least quarterly in order to appraise supervisory/managerial performance during that period;

(3) ensuring that nonprobationary supervisors receive the supervisory training required by OPM; and

(4) completing Individual Development Plans as required by MMS regulation or the specific supervisory or managerial development program.

Subchapter 2 - Basic Training Requirements

1. Probationary Supervisors.

A. Employees initially appointed to supervisory positions are subject to a 1-year probationary period in accordance with MMSM 370.315. Particular attention must be paid to developing appropriate supervisory competence. Primarily, this involves basic supervisory skills and effective communication and interpersonal relations skills. A major consideration in planning supervisory training must be the interpersonal competence needed for supervisory functions such as counseling, conducting performance appraisal interviews, communicating objectives, and coordinating activities. (See Appendix 1.)

B. Probationary supervisors must complete a minimum of 80 hours of supervisory training within 2 years after appointment. Forty hours of this training must be completed within the first 6 months of the probationary period. Within the first 6-months training must be provided on developing performance appraisal including the identification of critical elements and practice in writing performance standards; conducting appraisal interviews; counseling techniques; the role of the supervisor; and principles of human relations. The latter phases of training should also reflect needs identified earlier in the probationary period and personnel topics such as merit pay, disciplinary action requirements, or other competencies important to successful supervisory performance.

C. By the end of the second year in the supervisory position, training shall have included communications, personnel management, labor relations, equal employment opportunity, affirmative action, handling of problems of substance abuse, work planning and scheduling, tracking and appraising work products, internal controls, and management as a profession.

D. The probationary supervisor must discuss his or her performance with his or her superior at least once in every quarter. The employee's progress should be reviewed in terms of the supervisory skills which have been acquired during that quarter. The counseling session must be documented.

2. Nonprobationary Supervisors.

A. A minimum of 8 hours of training on personnel or administrative management topics must be completed each year by

nonprobationary supervisors. This training may consist of briefings on new policies or regulations or refresher training on appropriate topics. Additional training should be provided as needs are indicated. At a minimum, this training will help to keep supervisors informed on timely issues that bear upon their responsibilities as supervisors. Beyond that, the annual training of supervisors should be viewed as a means for enhancing their capabilities as managers.

B. Incumbent supervisors should maintain those specific technical or professional competencies that are important to the successful performance of their jobs. The development of advanced leadership skills should be monitored and documented on the employee's Individual Development Plan (IDP).

C. All supervisors will be trained on handling the problems of substance abuse. Appropriate topics include: drug awareness and symptoms of drug use; alcohol abuse; recommended methods for dealing with the suspected or identified substance abuser; confrontation and referral techniques; the employee assistance program and its relationship with the drug testing program; general principles of rehabilitation, including techniques for supervisors to assist employees in returning to the worksite; and related personnel management issues such as leave usage, the disciplinary program, and supervisory notes and documentation.

3. Probationary Managers.

A. Employees initially appointed to managerial positions are subject to a 1-year probationary period in accordance with 370 DM 315. New managers should receive training which will enable them to manage resources effectively under various central management policies and programs.

B. Probationary managers must complete a minimum of 40 hours of training within the 1-year probationary period. Topics to be stressed are listed in Appendix 1.

C. Probationary managers who have not completed basic supervisory training must do so within the first 6 months of the probationary period.

D. The probationary manager must meet with his or her supervisor at least once in every quarter. This counseling session should be a constructive experience in which the employee's managerial progress is discussed. The sessions must be documented.

4. Nonprobationary Managers. Incumbent managers should maintain current information on technological changes, relevant policy, and program initiatives. Developmental needs for incumbent and senior managers will be planned and documented on the annual IDP.

5. Documentation.

A. Supervisory Reviews.

(1) The immediate supervisor will monitor the developmental progress of his or her probationary supervisors and managers through the use of progress reviews. Prompt followup action must be taken when necessary to correct any deficiencies. It is also the responsibility of the supervisor to complete IDP's for his or her probationary supervisors and managers which should outline plans for completing the mandatory 40 hours of training. This training must be completed within the required timeframe.

(2) Training for nonprobationary supervisors will be documented on an IDP to be prepared annually.

B. Maintenance of Documentation.

(1) The servicing personnel office will collect and maintain documentation concerning the completion of IDP's, mandatory supervisory and managerial training, and quarterly counseling sessions. Administration of this responsibility must include periodic checks with the immediate supervisor on the status of each supervisor's and manager's developmental program to ensure that requirements are met.

(2) Documentation of identified problems and actions taken to correct them will be retained for review during personnel management evaluations. These records may be disposed of 3 years after the completion of the individual probationary period.

TRAINING TOPICS FOR PROBATIONARY SUPERVISORS AND MANAGERS

The following are examples of appropriate training for probationary supervisors and managers. These are examples only.

Probationary Managers	**Probationary Supervisors**
Leadership Principles of Human Behavior Problem Solving Communication Counseling Techniques Personnel Management Planning Program Evaluation Performance Appraisal Equal Employment Opportunity Affirmative Action Concepts of Organization Internal Controls Management as a Profession Tracking and Appraising Work Products Handling Problems of Substance Abuse	<u>The following should be taken within the first 6 months of the probationary period:</u> Identification of Critical Elements Practice in Writing Performance Standards Conducting Appraisal Interviews Counseling Techniques Role of the Supervisor Principles of Human Behavior <u>The following should be completed by the end of the second year in the supervisory position:</u> Communications Personnel Management Labor Relations Equal Employment Opportunity Affirmative Action Work Planning and Scheduling Tracking and Appraising Work Products Internal Controls Management as a Profession Handling Problems of Substance Abuse

Subchapter 3 - Departmental Manager Development Program

1. Program Description. The Departmental Manager Development Program (DMDP) is a 10-month training program for employees in the Department of the Interior (DOI) with high management potential. The DMDP is based in Washington, D.C., and consists of work assignments, courses, and seminars designed to strengthen the quality of leadership at high career levels throughout the Department, to provide opportunities for career employees to undertake a planned program of individual development leading to greater leadership abilities, and to identify and stimulate the growth of promising employees by exposing them to a wide and diverse range of activities designed to broaden their perspective, sharpen their judgment and expand their management abilities. Participants are expected to spend most of their time outside of their parent Bureaus as well as a significant amount of time in assignments outside of their professional disciplines. See 370 DM 412 for a complete description of the program, eligibility criteria, and selection process.

2. Announcement. The DMDP is announced each fall. The announcement will indicate the schedule for nominations and selection and provide supplementary administrative instructions. The Director of the Minerals Management Service (MMS) will make a decision each year regarding MMS participation in the DMDP.

3. Application and Selection. Employees may self-nominate for the DMDP or they may be nominated by their supervisor. The nominations are submitted to the Director of Personnel, DOI. The Director of Personnel will make all selections based on the nominee's application package and a panel interview.

4. Promotion Eligibility. Graduates of the DMDP have noncompetitive promotion eligibility within MMS to the next higher grade level for a period of 4 years. There is, however, no guarantee of promotion nor any provision for priority referral within DOI as a whole.

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Subchaper 4 - Management Development Program

1. Program Description.

A. The Minerals Management Service (MMS) Management Development Program (MDP) is a 2-year developmental program intended to identify and train high-potential employees for management positions within the MMS. It is a collateral duty program where participants spend approximately 20 percent of their time on program activities and the remaining 80 percent performing in their current positions. Participants will receive formal training, developmental assignments, and special projects. Payment of tuition and any indirect costs of participating in the program is the responsibility of the program office in which the participant is employed.

B. All participants will attend an MMS orientation shortly after selection. They will be briefed on the MMS programs, current issues, and the legislative basis of the MMS.

C. Program participants are expected to accept short-term developmental assignments which will require organizational and geographic mobility. There will be at least two 3-week details to: (1) another program area within MMS; and (2) the field if from Headquarters and vice versa.

2. Program Direction.

A. Responsibility for the executive direction of the MDP is assigned to the Chief, Personnel Division. The program is administered by the Program Coordinator who is located in the Training and Evaluation Branch, Personnel Division.

B. Each participant selects a mentor/advisor who is an MMS employee and who is interested in the professional development of MMS employees. The selection of a mentor is subject to the approval of the Chief, Personnel Division. Mentors are expected to advise, assist, and counsel participants informally.

3. Eligibility.

A. Employees nominated for the MDP should be high potential individuals who:

(1) Have career status;

(2) have a current grade of GS/GM-13 or 14, or equivalent; and

(3) are able to carry an intensive schedule of work.

B. Participants must file a confidential financial disclosure statement upon entry on duty and annually thereafter.

4. Application Procedures.

A. The MDP is announced by a Training Announcement distributed to all career MMS GS/GM-13 and 14 grade level employees. Employees must submit the following to the Training and Evaluation Branch in response to the announcement:

(1) A Personal Qualifications Statement, SF-171;

(2) copies of the two most recent annual performance appraisals;

(3) a narrative qualifications statement briefly describing the employee's total background including education, experience, training, awards, and/or self-development activities in relation to the knowledges, skills, abilities, and other characteristics listed in the announcement; and

(4) a Qualification Analysis and Assessment of Potential for Supervisory/Managerial Positions (attached to the announcement), to be completed by the immediate supervisor and the first-level Senior Executive Service Manager above the applicant.

B. Candidates will be rated in two phases. The first is a review of the documents described above. The second is an appraisal of the candidate by panel interview.

5. Selection Standards. Candidates should be interested in assuming progressively more responsible managerial positions and should have exhibited the desire and potential to reach management levels. The following standards, all of which are important to the successful performance of a line or staff managerial position, will be considered in selecting participants for the program:

A. Commitment to a career in the Federal Civil Service and identification with the Department.

B. Interest in career and self-development for management positions in areas associated with the missions of the Department

as reflected in the candidate's background, continuing education endeavors, and involvement with career-related professional societies, associations, and community activities.

C. Capability to succeed in leadership positions as shown by the desire and ability to assume such roles, to achieve work objectives, to seek and accept responsibility, to act decisively, and to retain balance and objectivity in difficult work environments.

D. Flexibility and adaptability as demonstrated by a willingness to accept change and, when given the opportunity, seek avenues for exploring new and broader responsibilities.

E. Clear potential for significant contributions to the mission of the MMS in future years.

6. Developmental Assignments. The MDP is designed to provide a wide exposure to the activities and functions of the MMS through completion of developmental work assignments which include, but are not limited to, details outside of the participant's present program area, committee work, and task force assignments. It is essential that managers and supervisors ensure that all training assignments are meaningful learning experiences and that the participant has an opportunity to work on current issues and observe top managers at work. The MMS training officer will identify possible assignments, in cooperation with MMS managers, for the participant's use in developing a training plan. Lists of these assignments should be submitted to the Program Coordinator prior to the MMS orientation.

7. Individual Development Plan (IDP). With the assistance of the training officer and mentor, the participant will develop an IDP which should define the participant's needs based on past experience in relation to career goals. The training officer will provide a list of appropriate formal training courses including those that are mandatory for all participants. (See Illustration 1 for a sample Training Plan.)

8. Formal Training.

A. Formal training is scheduled based on the training needs of each participant. Training should be planned to strengthen management weaknesses identified by the participant or the mentor. The selection of specific courses is at the discretion of the participant and the mentor with the advice and guidance of the Program Coordinator.

B. Core Requirements.

(1) MDP Orientation. The MDP begins with an initial 5-day orientation session in the Washington, D.C., area. Participants receive information on each program area and are advised of actual and potential developmental work assignment opportunities.

(2) Congressional Operations Seminar. This 5-day course is conducted specifically for the MMS by the Office of Personnel Management. It is held on Capitol Hill and is designed to provide information on the Legislative Branch of the Federal Government.

(3) Executive Communications Seminar. This 3-day course, or other comparable communications course, provides public speaking exposure to participants.

(4) Public Administration Seminar. A 5-day seminar which consists of presentations by speakers on topical, management-related issues or on issues relevant to the MMS mission.

9. Administration.

A. A Request, Authorization, Agreement and Certification of Training, SF-182, must be prepared for each formal training course in which the participant is enrolled. The form should be submitted to the participant's servicing personnel office.

B. Each participant will complete a Participant's Activity Log (Form MMS-117) before undertaking any MDP-related activity. The completed form must be forwarded to the MDP Program Coordinator through field program coordinators prior to the start of the activity. After finishing the activity, the participant will complete a Participant's Activity Evaluation (Form MMS-117A), which should be forwarded to the Program Coordinator through the field coordinator in the servicing personnel office or the Training and Evaluation Branch in Headquarters.

C. The MDP-related activity supervisor must complete an Activity Supervisor's Rating of Participant (Form MMS-117B) upon the participant's completion of the developmental work assignment and return it to the participant. The participant will then forward the form to the Program Coordinator through the field coordinator or the Training and Evaluation Branch in Headquarters. This form will be carefully reviewed before being placed in the participant's program file. The participant's mentor will also receive a copy of the completed form.

D. Each participant's mentor will complete a Participant's Progress Review (Form MMS-116A) every 6 months from the beginning

of the program, using information provided by the assignment/ detail supervisors. The completed form must be forwarded to the Program Coordinator through field coordinators within 3 weeks after the end of the 6-month period.

E. Performance standards for the time spent in this program can only address developmental activities. (See Appendix 1 for appropriate element and standard.) Since participants will continue to perform their regular duties, performance elements and standards addressing these duties must also be developed and maintained. At the end of the program, the mentor must sign a Participant's Performance Appraisal (Form MMS-116) recommending the participant for graduation.

10. Early Release.

A. If MMS and/or the participant determines that the participant should not continue in the MDP for any reason, an early release may be approved by the Chief, Personnel Division. The mentor, supervisor, and first-level Senior Executive Service Manager will make every effort to find a solution to the individual's problems.

B. If the participant is not performing satisfactorily, the mentor will counsel him/her on ways to improve performance. If the participant's performance does not improve within a reasonable period of time, he/she will be removed from the program.

11. Referral.

A. Upon successful completion of the MDP, graduates will have 4 years of eligibility for noncompetitive promotion to supervisory or managerial positions.

B. The graduate will complete an SF-171 and submit it to the servicing personnel office. The servicing personnel office will review the application for minimum qualifications and assign appropriate occupational series and geographical locations to each graduate according to interest and qualifications. The graduate will be asked to complete an Application to Register for Referral under the Management Development Program, Form MMS-113, which records the series and grade eligibility and selected locations.

C. The servicing personnel office to which the graduate submits his/her SF-171 will send a copy of Form MMS-113 and the SF-171 to the Training and Evaluation Branch. The Training and Evaluation Branch will send a copy of the form and the SF-171 to

any other applicable servicing personnel office, depending on the location(s) the graduate has chosen.

D. Upon receipt of a request to fill an appropriate supervisory or managerial position, and prior to issuing a vacancy announcement, the personnel office will review the current list of MDP graduates and send a memorandum to the requesting official informing him/her of the availability of MDP graduates and of their eligibility for noncompetitive promotion. The servicing personnel office need not contact the graduate(s) for an indication of interest or additional application forms (e.g., narrative qualification statements).

E. If the requesting official does not make a selection from the list of graduates after receipt of the memorandum, the personnel office will refer them again on a referral list along with any reassignment eligibles who have applied for the position. There is no requirement that the requesting official select an MDP graduate, but he/she must first consider such graduate(s) before taking any other action to fill a position including reassignments, transfers, or promotions.

F. When a graduate is selected, the servicing personnel office will immediately notify the Training and Evaluation Branch so that the list of current available graduates can be modified. The Training and Evaluation Branch will forward current copies of the list to all servicing personnel offices.

MINERALS MANAGEMENT SERVICE
INDIVIDUAL DEVELOPMENT PLAN
SAMPLE

DATE OF COVERAGE _____

NAME OF EMPLOYEE	POSITION TITLE/SERIES/GRADE	ORGANIZATION/LOCATION	SOCIAL SECURITY NUMBER
Jane Person	Geologist, GS-1350-13	Offshore/Herndon	123-45-6789

1. PERFORMANCE NEED OR OBJECTIVE (IDENTIFY COMPETENCY TO BE ADDRESSED)	2. TRAINING METHOD AND DESCRIPTION (IDENTIFY MECHANISM TO SATISFY PERFORMANCE NEED E.G., CLASSROOM TRAINING, OJT, DETAIL). GIVE COURSE TITLE, VENDOR, AND LOCATION OF TRAINING SITE, IF APPROPRIATE.	3. ESTIMATED COSTS— TUITION AND TRAVEL	4. TARGET DATES
Overview of the MMS program areas Competency addressed: Organizational Theory.	Classroom Training: MDP Orientation, Herndon, Virginia 4 1/2 Days.	Travel: $ 00.00 Tuition: $ 00.00	OCT FY 90
Basic knowledge and first-hand understanding of the legislative process. Competencies addressed: Familiarity with the Legislative Basis of the MMS and Public Policy Analysis and Formulation.	Classroom Training: Congressional Operations Seminar, Office of Personnel Management, Washington, D. C., 5 Days.	Travel: $ 30.00 Tuition: $ 600.00	OCT FY 90
Knowledge of the operations of the Gulf of Mexico OCS Region.	Classroom Training: Orientation to GOM OCS Activities, Metairie, Louisiana, 3 Days.	Travel: $ 730.00 Tuition: $ 00.00	MAR FY 90
Develop leadership and executive skills. Competencies addressed: Control and Delegation, Decision-Making, Planning, and Leadership Training.	Detail: Acting Regional Supervisor GOM OCS Region, Metairie, Louisiana, 3 Weeks.	Travel: $ 2100.00 Tuition: $ 00.00	APR FY 90

SIGNATURE OF EMPLOYEE	DATE	SIGNATURE OF FIRST-LEVEL SUPV.	DATE	SIGNATURE OF SECOND-LEVEL SUPV.	DATE

Form MMS-062 (Dec 88)

U.S. Government Printing Office : 1986 - 491 411/20068

MMS Management Development Program
Performance Standard

I. Performance Element

Participates in required assignments, training courses, and readings for the MMS Management Development Program.

II. Performance Standards

Fully Successful

-- Program requirements are completed within established timeframes.

-- All reports are completed and filed with the Program Coordinator within established timeframes.

-- Supervisor, mentor, and Program Coordinator are kept informed of activities and accomplishments.

-- Performance of assignments/details is rated positively by present supervisor.