



## **Box 1, Folder 6: Personnel documents, 1989, 1991, 1993. 1989, 1991, 1993**

[s.l.]: [s.n.], 1989, 1991, 1993

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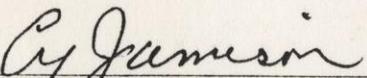
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# POSITION DESCRIPTION (Please Read Instructions on the Back)

Employee ✓

2. Reason for Submission <input type="checkbox"/> Redescription <input checked="" type="checkbox"/> New <input type="checkbox"/> Hdqtrs. <input type="checkbox"/> Field <input type="checkbox"/> Reestablishment <input type="checkbox"/> Other Explanation (Show any positions replaced)					3. Service <input checked="" type="checkbox"/> New <input type="checkbox"/> Hdqtrs. <input type="checkbox"/> Field 4. Employing Office Location <b>WASHINGTON, D.C.</b> 5. Duty Station <b>WASHINGTON, D.C.</b>					1. Agency Position No. <b>03416</b> 6. OPM Certification No.			
					7. Fair Labor Standards Act <input checked="" type="checkbox"/> Exempt <input type="checkbox"/> Nonexempt					8. Financial Statements Required Executive Personnel <input checked="" type="checkbox"/> Employment and Financial Disclosure		9. Subject to IA Action <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
					10. Position Status <input checked="" type="checkbox"/> Competitive Excepted (Specify in Remarks) SES (Gen.) <input type="checkbox"/> SES (CR)					11. Position Is: <input type="checkbox"/> Supervisory <input type="checkbox"/> 1—Non-Sensitive <input type="checkbox"/> Managerial <input type="checkbox"/> 2—Noncritical Sensitive <input checked="" type="checkbox"/> Neither <input type="checkbox"/> 3—Critical Sensitive <input type="checkbox"/> 4—Special Sensitive		12. Sensitivity 13. Competitive Level Code 14. Agency Use	
15. Classified/Graded by		Official Title of Position			Pay Plan		Occupational Code		Grade		Initials	Date	
a. U.S. Office of Personnel Management													
b. Department, Agency or Establishment													
c. Second Level Review		<b>FISH AND WILDLIFE BIOLOGIST</b>			GM		401		14		<i>M</i>	<i>8/30/89</i>	
d. First Level Review													
e. Recommended by Supervisor or Initiating Office													
16. Organizational Title of Position (if different from official title)						17. Name of Employee (if vacant, specify) <i>M. Dembeck</i>							
18. Department, Agency, or Establishment <b>U.S. DEPARTMENT OF THE INTERIOR</b>						c. Third Subdivision							
a. First Subdivision <b>BUREAU OF LAND MANAGEMENT</b>						d. Fourth Subdivision							
b. Second Subdivision <b>OFFICE OF THE DIRECTOR</b>						e. Fifth Subdivision							
19. Employee Review—This is an accurate description of the major duties and responsibilities of my position.						Signature of Employee (optional)							
20. <b>Supervisory Certification.</b> I certify that this is an accurate statement of the major duties and responsibilities of this position and its organizational relationships, and that the position is necessary to carry out Government functions for which I am responsible. This certification is made with the						knowledge that this information is to be used for statutory purposes relating to appointment and payment of public funds, and that false or misleading statements may constitute violations of such statutes or their implementing regulations.							
a. Typed Name and Title of Immediate Supervisor <b>CY JAMISON</b> <b>DIRECTOR</b>						b. Typed Name and Title of Higher-Level Supervisor or Manager (optional)							
Signature 			Date <i>8/28/89</i>			Signature			Date				
21. <b>Classification/Job Grading Certification.</b> I certify that this position has been classified/graded as required by Title 5, U.S. Code, in conformance with standards published by the U.S. Office of Personnel Management or, if no published standards apply directly, consistently with the most applicable published standards.						22. Position Classification Standards Used in Classifying/Grading Position							
Typed Name and Title of Official Taking Action <b>CHARLES MCCOY</b> <b>POSITION CLASSIFICATION SPECIALIST</b>						Information for Employees. The standards, and information on their application, are available in the personnel office. The classification of the position may be reviewed and corrected by the agency or the U.S. Office of Personnel Management. Information on classification/job grading appeals, and complaints on exemption from FLSA, is available from the personnel office or the U.S. Office of Personnel Management.							
23. Position Review		Initials	Date	Initials	Date	Initials	Date	Initials	Date	Initials	Date		
a. Employee (optional)													
b. Supervisor													
c. Classifier													
24. Remarks													

25. Description of Major Duties and Responsibilities (See Attached)

## INTRODUCTION

This position is located in the immediate office of the Director of the Bureau of Land Management. The Director is responsible for discharging the duties of the Secretary of the Interior with respect to the management of lands and resources under his jurisdiction according to the applicable provisions of Public Law 94-579 and other applicable laws.

The Director is a level V Presidential appointee. The incumbent of this position serves as a special advisor to the Director on wildlife issues. The incumbent serves as the personal and direct representative of the Director in conducting studies or performing liaison functions of the most highly sensitive nature and acting as the alter-ego of the Director in these delicate contacts. Assignments normally involve analyses and advice to the Director on the political aspects of policy formulation.

Critically important and sensitive aspects of the multiple use management concept of public land management as practiced by the Bureau of Land Management serve as the stage upon which the incumbent is expected to perform these duties of the most far reaching consequence. There is an inherently confrontational and emotion-charged atmosphere surrounding the management of public lands for such diverse, yet concurrent uses as mineral development, grazing, wildlife protection, water and air pollution abatement, recreation, and other public purposes. Many within the oil and gas industry, the mining industry, ranchers, lumber and forest product producers, and other well financed and politically powerful special interest groups depend upon BLM administered lands and the policies promulgated by the Director for their livelihood.

In recent years there has been a public upswelling of concern and interest in the protection of wildlife on BLM administered land. The number of wildlife protection organizations formed and the growth in membership and political influence of existing organizations displays the most active element of this renewed concern by the general public. Politicians at State, Local and National levels have become active advocates of the public concern for wildlife and wildlife habitat. The BLM has made great strides since the enactment of the Federal Land Policy and Management Act (FLPMA), and amendment of the Sikes Act, toward the systematic inventory and protection of the wildlife resources and wildlife habitat. BLM Management has been viewed by some as antagonistic to the principles of preservation, and it will be the incumbent's responsibility to advise the Director of potentially inflammatory policy decisions and to serve as his representative to wildlife organizations and legislators interested in BLM efforts to revise this undesirable image.

## MAJOR DUTIES

Serves as an adviser and staff analyst to the BLM Director for the assigned aspects of policy formulation. Conducts analyses of potential public reaction (political action committees, special interest groups, industry interests, legislators at Federal and State levels, other Federal Agency interests, and the general public) to proposed policy and program changes of a politically sensitive or controversial nature. The concept of multiple use management requires consideration of the desired uses of natural resources by all interested parties in the formulation of policy or programs affecting the

use of public lands. The incumbent synthesizes the data from such studies to recommend significant policy actions, exceptions or modifications. Of special concern at present are renewed Presidential interest in environmental protection and enhancement, and the role BLM might play in the rejuvenation of the languishing domestic energy and minerals industries.

As a leading professional, internationally recognized in the wildlife profession, coordinates the completion of special projects of personal concern to the Director through appropriate Bureau organizational segments. These projects normally involve issues of a controversial or sensitive nature requiring a specific solution developed by the Director's Office, and encompassing issues of concern by several other agencies and outside groups.

The incumbent may be assigned to act as the Bureau liaison with the various civic, citizen, and business organizations to assure the best and most complete understanding concerning issues related to Bureau policies and programs. In this capacity, the incumbent consults with and advises prominent government officials and key leaders of business and private interest groups in airing the issues and devising solutions to problems involving such negotiations and discussions. During these discussions, the incumbent speaks for the Director on these issues.

Serves as the personal representative of the Director in making formal presentations to interested groups, including speeches, participation in panel discussions, or making statements during public hearings. Also speaks for the Director in meetings with members of Congress, the White House, and the Secretariat. May assist the Director in testifying to Congressional committees on wildlife issues. Performs preliminary staff work in collecting appropriate materials and may personally draft prepared remarks, testimony or speeches for the Director, based on his knowledge of the Director's views and policies on the issues addressed.

#### FACTORS

##### Knowledge Required by the Position

A mastery of the Fishery and Wildlife Biology and an intimate knowledge of the viewpoint and philosophy of the Director and the programs of the Bureau of Land Management, to represent the Director in discussions, and negotiations with key officials and the public, both inside and outside the Department of Interior.

An advanced analytical ability and knowledge of the methodology for conducting and critically reviewing extremely sensitive and complex studies relating to some of the major programs of the Bureau of Land Management.

Writing and oral communications skills of the highest calibre.

##### Supervisory Controls

The position is expected to operate with an extraordinary degree of independence from supervision. Reporting directly to the Director of the Bureau of Land Management, the incumbent is expected to identify the projects, studies, and contacts that will prove most fruitful and resolve problems before they become crises. Day to day supervision is neither expected nor received.

### Guidelines

Guidelines consist of BLM wildlife policy, the standards of the wildlife profession, an intimate knowledge of the policies and desires of the Director, and the historic context leading to present BLM policy. These guidelines are continuously updated by contacts with the Director, senior officials in BLM, and Congressional/White House officials. Sound judgement and an understanding of the protocol for contacts with high ranking officials as well as others is essential.

### Complexity

This position is characterized by its lack of structured work assignments. The incumbent will design wildlife projects and advise the Director on the most complex wildlife issues. The duties require an extraordinary creativity and insight into the workings of the Federal sector and the BLM interaction with its constituency and the long-term management of the public trust. Dealings with the public and national figures are of significant and far reaching consequence. This position deals only with the study and clarification of issues of high sensitivity and complexity.

### Scope and Effect

This position has far reaching importance in preparing the Director for the most sensitive testimony, negotiations, and other contacts, by providing the immediate study of the critical issues, and serving as a buffer and personal representative for the Director in many instances. The issues dealt with are of critical interest to many Federal, State, and private interests, and involve the livelihood of large groups of industry interests who rely on public land. Some issues are raised to national prominence in the press and are the subject of bitter litigation and intense lobbying with Congressional and White House leaders.

### Personal Contacts

Personal contacts are with White House officials and their staffs, Congressmen and their staffs, top agency officials in the Federal, State, and Local Governments, representatives of industry, specialized land use advisory councils, special interest groups, the press, and the general public.

### Purpose of Contacts

Contacts or for the purpose of developing information, providing advice on controversial policy matters, representing the Director in sensitive negotiations, and persuading influential officials of the importance of BLM policies and the resources of the public lands.

### Physical Demands

Work is performed in an office setting, with routine light lifting, but largely sedentary.

### Work Environment

Work is performed in an office setting. Occasional air travel and operation of motor vehicles will be required.

**UNITED STATES DEPARTMENT OF THE INTERIOR  
SENIOR EXECUTIVE SERVICE CANDIDATE DEVELOPMENT PROGRAM**

**EVALUATION OF DEVELOPMENTAL ASSIGNMENT**

**DIRECTIONS:** Candidate - This evaluation form must be completed for every developmental assignment undertaken as part of the SES Candidate Development Program. Please complete Part I prior to giving the form to the assignment supervisor. You are to return the form to: Department of the Interior, Division of Development and Training Management, Office of Personnel, Mail Stop 5203, 1849 C Street, N.W., Washington, D.C. 20240.

Assignment Supervisor - Please complete Part II of this form, sign it, and return the form to the candidate. You are encouraged to discuss your rating of the candidate before the form is returned to the Program Coordinator.

**CANDIDATE'S NAME AND BUREAU:**

MICHAEL P. DOMBECK, Bureau of Land Management

**ASSIGNMENT DATE:**

April - August, 1991

**1. List the developmental objective(s) of this assignment.**

- Improve understanding of DOI programs, policies and procedures; and relationship of DOI policies and programs to Presidential leadership and OMB oversight.
- Improve ability to assess program, policy, and project feasibility.

**2. Describe how the objective(s) were accomplished.**

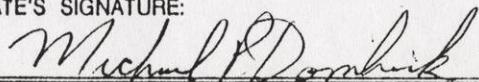
Assignment to the Office of the Secretary of the Interior with responsibility to lead the development of policy and implementation of the Secretary's Outdoor Recreation Initiative.

The policy provides direction for outdoor recreation on the 430 million acres of land managed by the nine agencies with the Department of the Interior.

**3. Please check the competency areas in which you gained experience/insight through this assignment.**

<input checked="" type="checkbox"/>	Integration of Internal and External Program-Policy Issues
<input checked="" type="checkbox"/>	Organizational Representation and Liaison
<input checked="" type="checkbox"/>	Direction and Guidance of Programs, Projects, or Policy Development
<input checked="" type="checkbox"/>	Acquisition and Administration of Financial and Material Resources
<input checked="" type="checkbox"/>	Utilization of Human Resources
<input checked="" type="checkbox"/>	Review of Implementation and Results

**CANDIDATE'S SIGNATURE:**



**DATE:**

October 1, 1991

CONTINUED ON NEXT PAGE

ASSIGNMENT SUPERVISOR: Mr. Timothy Glidden, Counselor to the Secretary	TELEPHONE NO.: 208-7351
ASSIGNMENT OFFICE: Office of the Secretary	LOCATION: Washington, D.C.

1. Were the objectives of the developmental assignment achieved? Please comment on the quality of the candidate's performance during this assignment, specifically addressing the candidate's ability to identify the tasks needed to accomplish the project assignment, take initiative, and obtain the information needed to accomplish the work (both personally and through others).

All objectives were fully achieved. Mike Dombeck did an outstanding job in a very complex arena in Departmentwide policy development and implementation. He organized and led a large team of top level officials from the nine DOI agencies and the Office of the Secretary. Secretary Lujan was very pleased with the product.

RATING OF CANDIDATE. Please rate the candidate on the following six competencies which have been identified as critical to the success of SES members. A numerical rating, using the scale shown below, should be placed in the box to the right of the competency. A rating of 5 signifies that the candidate has Successfully Demonstrated the competency during the assignment, a rating of 3 shows a Satisfactory Demonstration but that the candidate needs additional experience, and a rating of 1 Indicates little or No Demonstration of the competency and the candidate requires extensive development.

1 Did Not Demonstrate	2	3 Satisfactory Demonstration	4	5 Successfully Demonstrated
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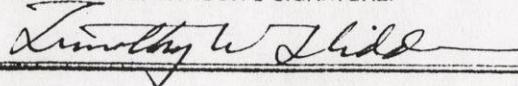
Competency	Rating
1. Integration of Internal and External Program-Policy Issues	5
2. Organizational Representation and Liaison	5
3. Direction and Guidance of Programs, Projects, or Policy Development	5
4. Acquisition and Administration of Financial and Material Resources	5
5. Utilization of Human Resources	5
6. Review of Implementation and Results	5

## Comments:

Mike's leadership, management, and people skills are excellent. He is on top of tasks always thinking well ahead of the process. He anticipates and heads off problems and works well in politically charged situations.

All competencies were extensively addressed in this assignment.

ASSIGNMENT SUPERVISOR'S SIGNATURE:



DATE:

October 1, 1991



# United States Department of the Interior

BUREAU OF LAND MANAGEMENT  
WASHINGTON, D.C. 20240



OFFICE OF THE DIRECTOR

January 7, 1993

## Memorandum

To: Assistant Secretary, Land and Minerals Management  
From: Director, Bureau of Land Management  
Subject: Science Advisor, Dr. Michael P. Dombeck

As you know, BLM Science Advisor Dr. Michael P. Dombeck has had leadership responsibility for the development of BLM's proposed Natural Resources and Research Center (NRRC) and other key science and natural resources issues such as ecosystem management. It is important that we maintain continuity on these important efforts. I would like to request Mike's services for continued leadership of the NRRC project and other important issues after he is assigned to your office. BLM will pay travel expenses and provide staff support. Thank you for your consideration.

I Concur:

\_\_\_\_\_  
Deputy Assistant Secretary

JAN 8 1993

\_\_\_\_\_  
Date