Service Legacy

BLM

Maximizing the Service Possibilities for a Retirement-Eligible Workforce

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U.S. DEPARTMENT OF THE INTERIOR
BUREAU OF LAND MANAGEMENT

Errata Sheet

Page Two – Knowledge Management
Replace Norm Duquette with Robert Neilson, Knowledge Management Specialist, 202-254-3313

Page Three – Handover Plans
Shelva Nobles' number is now 202-254-3312

Page 7 and 8 –
Replace the word 'bonus(es)' with Incentive(s)

Page 7
Column 1 line 26 replace 'salary' with rate of basic pay
Column 2 line 13 add after 'lump-sum' the words 'and other types of payment'
Column 2 line 19 add after 'position and before the the period the words 'with a high quality candidate'
Column 2 line 35 replace 'starting salary' with the words 'annual rate of basic pay'
Column 2 line 37 add after the word 'service period' the words 'or a combination'

Page 8
Column 1 line 1 replace 'annual salary' with the words 'annual rate of basic pay'
Column 1 line 38 & 46 add after '50 percent' the words 'with OPM's approval. The Agency can approve up to 25 percent of employee's basic rate of pay.'

Page 13 – Emeritus Program
Replace Lee Barkow with Don Hinrichsen, Acting Director, National Science and Technology Center

Introduction

This toolkit describes ways to preserve the rich knowledge and experience of BLM employees in the face of pending retirements. It is aimed at managers and their retirement-eligible employees alike. It describes non-traditional work arrangements and other means for retirement-eligible employees to continue to contribute to the BLM. And it describes how to manage the transition from experienced to less experienced employees as key personnel indicate their interest in retiring from the Bureau.

Over the next five years, 80 percent of BLM managers and 40 percent of the Bureau's total workforce will become eligible for retirement. Less than 5 percent of our employees are projected to retire each year, but that figure could end up being considerably higher given the number of employees that will be eligible for retirement.

The average age of the workforce has increased slightly over the past 6 years—from 46.3 years of age in 1998 to 46.8 in 2004. The BLM workforce over age 50 continues to increase every year. Meanwhile, just 25 percent of the Bureau's workforce is 40 years old or less and only 9 percent of the workforce is 30 years old or less.

According to recent human capital surveys, the most critical job series held by employees eligible to retire are the following:

0023	Outdoor Recreation Planner
0301	Miscellaneous Administrative and Program
0303	Miscellaneous Clerk and Assistant
0340	Program Management
0401	General Biological
0454	Rangeland Management
0455	Range Technician
0462	Forestry Technician
0486	Wildlife Biology
0802	Engineering Technician
1170	Realty
1373	Land Surveying
2210	Information Technology Management

The BLM has been performing land treatments, implementing vegetation management practices, authorizing uses, constructing improvements, and conducting studies on its land for the past half century. Many of these activities represented the state-of-the-knowledge when they were performed and were responsible for creating much of the landscape and conditions that we see today throughout the West.

A substantial number of the resource professionals who were involved in those activities have since retired or are about to retire. The Bureau has an opportunity to learn much from land management activities that have occurred over the years. In particular, we can assess the successes or failures of various land treatments and practices over time, learn from them, and apply this knowledge to current management activities.

This toolkit describes means to transfer the knowledge—the "service legacy"—of retirees to their replacements. It was created to inform employees and managers of options to maximize the length of employee service. It also provides information on personnel programs that are available to managers to recruit or retain the best-qualified individuals.

This toolkit is maintained by the Chief Human Capital Management Project Director and will be updated regularly to reflect changes in human resource policy or law.

Preserving Knowledge

Knowledge Management

What Is It? In general, knowledge management is the process by which individuals and organizations focus on acquiring, storing, and utilizing knowledge to enhance problem-solving, learning, strategic planning, and decision-making. This process protects intellectual assets and provides increased flexibility in organizations that face the potential loss of knowledge when employees depart.

Within the BLM, knowledge management is also a set of processes and procedures for gathering the BLM's critical knowledge from wherever it resides—in computers, on paper, and in employees' memories. Once gathered, that critical knowledge is disseminated for shared use and preserved for reuse when and where it is needed.

Contact: Questions concerning knowledge management policies should be directed to Norman Duquette, Knowledge Management Project Manager, at 303-236-6453.

For More Information: See Instruction Memorandum 2005-115, "Knowledge Management (KM) Policy and Implementation." In addition, the Performance Institute offers courses in Knowledge Management and in succession planning for Federal agency managers. Courses are part of a training curriculum that leads to certification in Human Capital Management. For more information, see the Performance Institute website at ***http://www.performanceweb.org/***.

Job Overlap

What Is It? Job overlap is a means of directly transferring knowledge from an employee whose departure is expected to a replacement employee. Office of Personnel Management (OPM) policies allow two individuals to fill the same position simultaneously to transfer knowledge and train replacement employees.

Pros and Cons: This is potentially a high-cost alternative to the employing office if the two employees overlap for a long period. Costs may be minimized if overlap is utilized in connection with student employment programs.

Overlapping a position can be cost-effective when there is little documentation regarding the nature of the knowledge that will be transferred and when the job itself is complex. The partnership of outgoing and incoming staffs allows information to be acquired in a more progressive fashion so that knowledge can be cumulative and specific needs can be addressed.

Mentoring programs are an effective way to transfer knowledge through shadowing and other activities. Mentoring allows for more direct interaction between employees than just an overlap of the position. The Bureau has developed mentoring programs that are being implemented in some states.

Contact: Questions regarding job overlap can be directed to the National Human Resources Management Center, Denver, CO, at 303-236-6503.

Handover Plans

What Are They? Management handover is implemented to sustain continuity within the management team, ensuring that key information is captured, transferred, and shared between managers. A management "handover plan" is the document that records the key information to enable an outgoing employee to transfer her/his knowledge to the incoming employee.

Transition plans and timelines should be jointly developed between the employee, the supervisor and/or manager and the affected members of the organization or program. There is no BLM standard format for handover plans. Examples can be found in books on project management, and software is available to help develop handover plans for complex projects.

Pros and Cons: Preparing a handover plan may be a useful exercise for both the retiring employee and his/her manager. Preparation of a handover plan requires careful review of the employee's annual workload and accomplishments. A handover plan will function best as an instructional tool if it is described in person during a period of job overlap.

Contact: Questions regarding a model handover plan can be directed to Shelva Nobles in the office of the Chief Human Capital Management Project Director, at 202-208-1542

For More Information: A template for preparing a handover plan is shown as an appendix to this document and is also available on the website of the Chief Human Capital Management Project Director at ***http://web.blm.gov/internal/wo-700.htm***

Resource Notes

(Formerly known as "Sage Advice")

What Are They? The Resource Notes series was developed in 1999 as a method to capture knowledge and experience gathered by senior employees over their career. Any employee can develop a short article on any subject relevant to BLM work, based on their personal experience or other timely information they may have compiled through research related to their profession. There is no peer review process and articles are not juried, so this program can put useful information into circulation within the BLM quickly. Employees or retirees wishing to submit an article can contact the National Science and Technology Center (NSTC) and discuss their proposal for developing a resource note. Employees draft articles for submission to NSTC publications staff, who then edit and format the article. Potential authors and topics can be suggested to NSTC by the employee or by a co-worker or supervisor.

Pros and Cons: Resource Notes is an excellent method for agency employees to share knowledge. Preparation of the articles is not time-consuming, since most take only a few hours to write. As there is no time required for peer review or jurying, the entire process is much faster and easier than for other scientific papers. Because there is no peer review, the author is solely responsible for the article's accuracy and readers must consider this accordingly. A wide range of subject matter is appropriate for resource notes. Assistance from NSTC staff enables those whose resource knowledge is greater than their writing skills to produce a high-quality, finished product.

Contact: Questions concerning Resource Notes should be directed to Don Hinrichsen at the BLM National Science and Technology Center, ST-100, P.O. Box 25047, Denver, CO, 80225-0047, or by email at: ***Don_Hinrichsen@blm.gov,*** or by fax at: 303-236-6450.

For More Information: The notes themselves are available at the following website: ***http://www.blm.gov/nstc/resourcenotes/resnotes.html***.

Legacy Program

What Is It? Initiated in 2002, this program was created to provide current BLM field managers and specialists with an opportunity to learn about past land management practices and land treatments and to evaluate the results of those practices 25 or more years later. In many cases, those land treatments resulted in the landscape conditions that we see today throughout the West. Many of the professionals who were involved in those activities have since retired or are nearing retirement. The Legacy Program is intended to bring current land managers and specialists together with retired and senior employees who performed the land treatments in the past. The underlying philosophy is: "If we don't learn from the past, we are bound to repeat our mistakes in the future."

Under this program, employees return to a field office where they previously worked to meet with current staff, discuss original objectives and actions, evaluate results, and conclude lessons that might be applied to future BLM actions. Hosting offices are expected to make local arrangements for meetings, field tours, records review, or other activities.

The Legacy Program has been successful at helping field offices understand and better evaluate the success of their programs. The BLM greatly benefits from retrospective evaluations, and the NSTC has a waiting list of potential projects and volunteers.

When Should I Consider Developing a Legacy Program? A Legacy Program should be considered when the manager will benefit from knowing what previous activities affected the landscape that they manage. It is also a good mechanism to share the "history" of the office and its activities with current staff members. A Legacy Program is also valuable when a new resource management plan is being contemplated or when a proposed action is being considered that is the same as or similar to one that has been considered previously. If a manager asks the question, "Have we ever done this before?" and the answer is "yes," then a Legacy Program is worth considering.

How Are Projects Nominated and Developed? The Legacy Program can be implemented at the National, State, or Field Office level. Any office can develop a Legacy Program. Since its inception, the Legacy Program activities have been sponsored by either AD-200 or AD-300. For the national level program, each winter the NSTC Director and several group managers meet to identify potential subjects for the coming year's Legacy Program. Managers at all levels of the organization can send proposals at any time to NSTC for consideration. An IB is distributed annually to all employees soliciting volunteers, and also to retirees through the Public Lands Foundation. The IB also solicits hosting offices. Employees or retirees can apply to be part of the project.

Individual State and Field Offices can initiate Legacy Program activities at their offices. After appropriate subjects are identified, NSTC will work with the office to customize a Legacy Program that best meets its needs.

What Happens After My Project Proposal Is Accepted? If the project is selected as part of the national Legacy Program, the Headquarters Office pays travel and per diem costs for employees. Retirees are reimbursed for travel and per diem costs to visit the hosting office. If the project is part of a State or Field Office Legacy Program, the sponsoring office will be responsible for covering the cost of the activity. The average visit is one to three days. The visiting "memory" specialist writes a report, which for the national level Legacy Program, is compiled into an annual report by the NSTC and made available to all BLM employees at the Legacy program website. State and Field offices are encouraged to prepare similar reports for their respective Legacy Programs.

Pros and Cons: The Legacy Program is an inexpensive means to acquire valuable expertise in evaluating land treatments and actions. It costs most offices between $800 and $1,000 to fund the travel and expenses of a Legacy volunteer. In some cases, employees have returned to land they monitored 25 or more years in the past with personal notes. The program promotes better understanding of previous decisions and objectives and provides a long-range view that improves the assessment of project effectiveness. The Legacy program helps all employees learn from previous successes and failures and provides specialized expertise for current land issues, many of which have been previously dealt with by the agency. Participating in this program represents a time commitment for hosting offices; the success of each visit depends on the degree of involvement from the host office and its staff.

Contact: For information regarding the Legacy Program, contact Jim Turner at 303-236-0840, or by email at ***James_A_Turner@blm.gov***.

For More Information: See Instruction Bulletin 2005-061 – "Legacy Program 2005 – Solicitation for Interested Field Offices and Individuals." An 11-minute video titled "The Legacy Program" is also available through the BLM library. See also ***http://www.blm.gov/nstc/legacy.html***.

Alternate Work Arrangements

Alternate Work Schedules

What Are They? Alternative work schedules —including "flexible" schedules and "compressed" schedules—deviate from the traditional five-day, eight-hour-per-day work week. These alternate work arrangements are all permitted under guidance from the Office of Personnel Management.

Under a *flexible work schedule* a full-time employee has an 80-hour biweekly basic work requirement that allows her/him to determine an appropriate work schedule, within the limits set by the agency. A *gliding schedule* is a type of flexible schedule in which the employee has a basic work requirement of 8 hours in each day and 40 hours in each week, but may select a starting and stopping time each day and may change starting and stopping times daily. *Maxiflex* is a type of flexible schedule that contains core hours on fewer than 10 workdays in a biweekly pay period, and in which a full-time employee has a basic work requirement of 80 hours for the biweekly pay period. However, the employee may vary the number of hours worked on a given work day, or the number of hours worked each week.

Under a *compressed work schedule* a full-time employee has an 80 hour bi-weekly basic work requirement that is scheduled by an agency for less than 10 work days. Working four 10-hour days per week ("four tens") is an example of a compressed work schedule.

Part-time employment may also be an alternative in some work situations. Part-time career employment means regularly scheduled work from 16 to 32 hours per week performed by an employee. Since 1978, the Federal Government has officially recognized the value of part-time employment. The Office of Personnel Management has developed a *Part-Time Employment and Job Sharing Guide*. The guide is intended to assist agencies and employees in using part-time employment and job sharing effectively and to the fullest extent possible.

Why Would a Retirement-Eligible Work Force Be Interested in Alternate Work Schedules? Nontraditional, full-time work schedules may appeal to employees who wish to minimize the time they spend commuting to work, including retirement-eligible employees. Part-time schedules may appeal to employees who wish to work fewer hours without ceasing work altogether.

Pros and Cons: Alternate work schedules may benefit the agency by allowing it to attract and retain a high-quality workforce, with increased or improved employee performance and productivity and reduced tardiness and/or absenteeism. Employees can benefit by being permitted to structure their work schedules so they can best attend to their needs outside the office.

By broadening work hours outside the traditional work day, alternate work schedules may encourage an environment in which employees and their supervisors have less face-to-face contact than in a traditional work week.

For More Information: Visit the web site of the Office of Personnel Management at ***http://www.opm.gov/oca/aws***.

Telework

What Is It? Telework is an arrangement under which employees can perform some or all of their officially assigned duties from an approved location other than their duty station or primary work place. Also referred to as "telecommuting" or "flexi-place," telework may be full-time, part-time, or situational. It is a voluntary arrangement that may be allowed at management's discretion.

What Alternative Locations Are Allowed? Alternate work sites may include "telecenters" that provide computer access for several telecommuting employees simultaneously, the employee's home, or another worksite geographically convenient to an employee's residence.

Can Teleworkers Follow Alternate Work Schedules? Yes.

What Are the Requirements? Agencies are charged with establishing telework procedures. Within the BLM, State Offices have prepared guidelines for implementing the telework program.

Pros and Cons: Telework may be feasible for many positions that do not require regular face-to-face contact with customers, other employees, or the supervisor. Before entering into a telework arrangement, consideration should be given to the employee's ability to work in an unsupervised environment and their skill at managing time and resources. Telework can improve the quality of work life and job performance among Federal employees and may increase productivity. It can improve morale and reduce stress by giving employees more options to balance work and family demands. Telework may also provide opportunities for disabled employees or those having temporary or ongoing health problems.

Contact: Contact your servicing Human Resources Office for specific program requirements; these requirements may vary from State to State. Contact your supervisor to determine whether telework is feasible within your immediate office and for your job.

For More Information: Information regarding telework possibilities is available at ***http://www.telework.gov***.

Financial Incentives

Recruitment Bonuses

What Are They? A recruitment bonus is a one-time payment for a newly appointed employee when it is determined that, in the absence of such a bonus, extreme difficulty would be encountered in filling the position. Such bonuses may also be useful in recruiting retirement-eligible employees to stay in Federal service.

What Is the Amount of the Recruitment Bonus? The *Workforce Flexibility Act of 2004* increases the limits on the amounts agencies can pay as bonuses and allows flexibility in paying these bonuses. Agencies will be able to pay exceptional recruits bonuses of up to 100 percent of their starting salary. The bonus can be paid in alternative ways, such as installments or in a lump sum at the end of a service period.

Is There a Service Agreement Between the Employee and the Government? Yes, an employee must fulfill a service agreement with repayment penalties if the service agreement is not fulfilled. The flexibility of larger recruitment bonuses can also be based on an agreed-upon service period, capped at 25 percent of the employee's annual salary multiplied by the number of years the employee agrees to serve in the position (up to a maximum of four years).

Is Every Employee Entitled to a Recruitment Bonus? No, recruitment bonuses are approved on a case-by-case basis and for positions that are extremely difficult to fill. A second-level review is required regardless of the employee's retirement eligibility.

Can a Service Agreement Be Terminated? Yes, an agency may unilaterally terminate a recruitment incentive service agreement based solely on the management needs of the agency. An agency must terminate a service agreement if an employee is demoted or separated for cause (i.e., for unacceptable performance or conduct), receives a rating of record lower than "fully successful" or equivalent during the service period, or otherwise fails to fulfill the terms of the service agreement.

For More Information: The following Office of Personnel Management website provides information regarding recruitment bonuses: ***http://www.opm.gov/oca/pay/HTML/RECBONFS.HTM.*** See also Section 1400-550 of the BLM Manual. The legal authorities for recruitment bonuses are identified at 5 U.S.C. 5753 and Title 5 CFR, Chapter 1, Part 575, Subpart A.

Relocation Bonuses

What Are They? OPM rules allow for a lump-sum payment for current employees who must relocate to accept a position in a different commuting area. Payment of a relocation bonus is based on a written determination that in the absence of such a bonus, the agency would encounter difficulty in filling the position. The employee must relocate to a different commuting area for a minimum of six months. Such bonuses may be useful in attracting retirement-eligible employees with unique skills, assuming the employees are willing to defer their retirement and relocate to begin another job. Employees who wish to retire in another location may view the relocation bonus as an added incentive to extend their Federal service.

What Is the Amount of the Recruitment Bonus? The Workforce Flexibility Act of 2004 increases the limits on the amounts agencies can pay as bonuses, and allows flexibility in paying these bonuses. Agencies will be able to pay higher amounts not to exceed 100 percent of the employee's starting salary. The bonus can be paid in installments or in a lump sum at the end of a service period.

Is There a Service Agreement Between the Employee and the Government? Yes, an employee must fulfill a service agreement with repayment penalties if the agreement is not fulfilled. The flexibility of larger relocation bonuses can also be based on an agreed-upon service period, capped at 25 percent of the employee's annual salary multiplied by the number of years the employee agrees to serve in the position (up to a maximum of 4 years).

Can a Relocation Bonus Be Paid for Temporary Duty Station Changes? Yes, relocation bonuses may be paid for temporary duty station changes.

Is Every Employee Entitled to a Relocation Bonus? No, relocation bonuses are approved on a case-by-case basis and for positions encountering extreme difficulty in filling. The employee must have a "fully successful" EPAP rating. A second-level review is required.

For More Information: The following Office of Personnel Management website provides information regarding recruitment bonuses: ***http://www.opm.gov/oca/pay/HTML/RELBONFS.HTM***. See also Section 1400-550 of the BLM Manual. The legal authorities for relocation bonuses are identified at 5 U.S.C. 5753 and Title 5 CFR, Chapter 1, Part 575, Subpart B.

Retention Allowance

What Is It? OPM rules permit agencies to provide a retention allowance when an employee has unusually high or unique qualifications, or when the agency has a special need for the employee's services that makes it essential to retain the employee. The agency must also determine that the employee would be likely to leave the Federal Government (for any reason, including retirement) in the absence of a retention allowance. Continuing, biweekly payments of up to 50 percent of an individual employee's basic pay may be made.

What Is the Amount of the Retention Allowance? The Workforce Flexibility Act of 2004 increases the limits on the amounts agencies can pay as allowances, and allows flexibility in paying them. Agencies can offer retention allowance payments of up to 50 percent of salary, based on a critical agency need. The bonus can be paid either in installments or in a lump sum at the end of a service period.

Can a Retention Allowance Be Terminated? Yes, retention allowances must be reviewed and recertified annually. They may be terminated if conditions no longer warrant payment.

For More Information: The following Office of Personnel Management website provides information regarding recruitment bonuses: ***http://www.opm.gov/oca/pay/HTML/RETALLFS.HTM***. See also Section 1400-550 of the BLM Manual. The legal authorities for relocation bonuses are identified at 5 U.S.C. 5754 and Title 5 CFR, Chapter 1, Part 575, Subpart C.

Pros and Cons of Financial Incentives

The compensation alternatives described above allow an agency to maintain a viable, effective, and knowledgeable workforce to accomplish an agency's mission. They provide a flexible and productive means for retaining employees and attracting talented individuals to critical positions within the Federal Government.

The cost of bonuses for recruitment, retention, and relocation must be borne by the office that hires or retains the employee. In the BLM, compensation bonuses and allowances are paid through the benefiting program and/or subactivity within the benefiting office. These costs could be substantial but should be weighed against the costs to the organization of allowing a critical position to go unfilled for lack of skilled recruits.

For More Information on All Types of Bonuses

General questions and answers are at the following Office of Personnel Management website: ***http://www.opm.gov/oca/pay/HTML/3Rs_QAs.HTM***

Additional information can be obtained by contacting the OPM Office of Compensation Administration at 202-606-2858 or by email at ***payleave@opm.gov***, and by reviewing *Human Resources Flexibilities and Authorities in the Federal Government* at ***http://www.opm.gov/omsoe/hr-flex***.

Contracting and Re-Hiring Annuitants

Contracting

What Is It? Recently retired employees may be eligible to serve as contractors, subject to Federal procurement laws. However, under 5 U.S.C. 3109 and Section 37.104 of the Federal Acquisition Regulations (FAR), the BLM may not enter into "personal services" contracts. Such contracts cover work that cannot be accomplished without close guidance and input between the employer and the employee.

Non-personal services contracts cover completion of tasks such as development of a handbook, written guidance and policies, or standard operating procedures. Tasks must be completed with little or no Government supervision, and the contractor must produce a completed product. Recent retirees may be able to contract with their former Government employer to provide such task-related services.

Under FAR Section 37.203, advisory and assistance services cannot be used to perform work of a policy-making nature, used to bypass personnel ceilings, contracted on a preferential basis to former Government employees, used to aid in influencing legislation, or used to obtain professional advice that is readily available within the agency.

A number of other considerations and restrictions apply when hiring former BLM employees to perform duties and responsibilities identical to the ones they performed as Federal employees. Ethics counselors and the State Office or National Business Center procurement analyst should be consulted for further information.

Why Would You Contract with a Retired Federal Employee? A retired Federal employee may have unique knowledge or skills necessary to complete a mission-critical requirement, and there may be no other practical means to accomplish the mission requirements. Any contracts entered into with former employees should be for the primary benefit of the BLM, not the employee. Employees should not count on coming back to the BLM under a contract to tie up "loose ends."

Pros and Cons: The most appropriate means of bringing back services of a former Federal employee is as a "reemployed annuitant." However, this is not a popular option for employees because of the reduction in the retirement annuity. Annuities for retired employees are not affected through contracting.

Contracting with former employees can create the appearance that the BLM is circumventing reemployed annuity regulations or FTE restrictions, showing favoritism in contracting to its own employees, or creating business opportunities for its former employees. As a result, contracting should be mission-critical and not simply an extension of the employee's previous duties.

Contact: Contact procurement specialists in the Washington Office or your State Office regarding guidelines and strategies for successful contracting.

For More Information: Information on contracting opportunities with the Government can be found at ***http://www.FedBizOpps.gov***. Your procurement office also has a brochure titled *Doing Business with the BLM* that provides extensive background and suggestions on contracting opportunities. This brochure, which contains links to several related web sites, is also available at the BLM national acquisition website: ***http://www.blm.gov/natacq***.

Potential contractors can obtain a Dun and Bradstreet number, which is required to take advantage of business opportunities with the BLM, by going to the D&B website at ***http://www.dnb.com***. Contractors must also register their firms with the Central Contractor Registration

System. The CCR can be accessed at: ***http://www.ccr.gov***.

Re-Hiring an Employee as an Annuitant

What Is It? A retired Federal employee may be hired as an "annuitant" into any position for which he or she is qualified. Persons who retired under the special provisions for law enforcement officers and firefighters may not, after reaching age 60, be reemployed in "primary" positions involving the actual performance of law enforcement and firefighting duties.

What Are the Types of Appointments? There are two types of appointments: non-disability and disability. Both appointments allow the employee to be reemployed into a temporary or permanent position.

What Happens to the Annuity Upon Reemployment? When an annuitant is reemployed, the annuity continues, but the amount of the annuity that applies to the period of reemployment is offset from the reemployed annuitant's salary. There are several exceptions that are noted below; these are described in greater detail on the Office of Personnel Management's (OPM's) website.

How Is Pay Treated in Reemployment? The pay of a reemployed annuitant is subject to an offset by the allocable amount of annuity during the period of reemployment and retirement deductions.

How Is Pay Treated When There Is a CSRS Annuity? The following general rules apply to a full (non-Offset) CSRS annuitant whose annuity continues upon reemployment.

1. The pay received during reemployment is offset by the allocable amount of annuity.

2. CSRS retirement deductions are optional.

3. Eligibility for a supplemental annuity accrues after one actual, continuous year of full-time reemployment, or the part-time equivalent.

4. Eligibility for a redetermined annuity accrues after 5 or more actual, continuous years of full-time reemployment, or the part-time equivalent.

5. Social Security deductions are not withheld even when the appointment is temporary.

EXCEPTIONS: (1) None of the above rules apply when a reemployed annuitant is approved for a waiver of offset of pay/annuity under exceptional or unusual circumstances, and (2) a CSRS annuitant reemployed as a senior official is subject to CSRS-Offset rules.

How Is Pay Treated When There Is a FERS Annuity? The following general rules apply to FERS annuitants whose annuity continues upon reemployment.

1. The pay received during reemployment is offset by the allocable amount of annuity.

2. FERS retirement deductions are mandatory.

3. Eligibility for a supplemental annuity accrues after one actual, continuous year of full-time reemployment, or the part-time equivalent.

4. Eligibility for a redetermined annuity accrues after 5 or more actual, continuous years of full-time reemployment, or the part-time equivalent.

5. Social Security deductions are withheld on the amount of salary after the reduction for the annuity payable.

EXCEPTION: The above rules do not apply when a reemployed annuitant is approved for waiver of offset of pay under exceptional or unusual circumstances.

How Can an Annuity of a Retiree *Not* Be Affected by Reemployment? The Federal Employees Pay Comparability Act of 1990 (FEPCA) permits OPM to authorize retired military and Federal civilian personnel to be employed without offset of pay or annuity when such employment is needed to meet exceptional needs in recruiting or retaining qualified candidates for particular positions or under unusual circumstances.

There are two basic conditions under which OPM may authorize exceptions to the reduction in pay or annuity normally required for either military or civilian retirees:

- Temporary employment that "is necessary due to an emergency involving a direct threat to life or property or other unusual circumstances" (which may be delegated to agencies); and
- "On a case-by-case basis for employees in positions for which there is exceptional difficulty in recruiting or retaining a qualified employee."

The authorization of waiver of offset of pay or annuity applies only to the individual for whom it was authorized and only while that individual continues to serve in the same or a successor position. The waiver terminates upon the individual's assignment to a different position unless a new exception is authorized.

What Are the Agency Responsibilities to Reemployed Annuitants? Prior to the appointment, the agency must (1) verify the retirement and type of annuity received by the employee; (2) provide notice to OPM upon appointment of the retired employee; (3) advise the annuitant, in writing generally, of the effect reemployment has on annuitant status and/or the continued receipt of the annuity, the possible future retirement benefits that may be payable to an annuitant on the basis of reemployment, and whether the annuitant may elect to have retirement deductions withheld from his or her basic pay.

If an employee is being reemployed before OPM has computed the annuity, the agency must:

- Estimate the amount of the annuity;
- Withhold that amount from his or her pay upon reemployment;
- In addition to completing the normal application for retirement procedures, provide OPM information about the reemployment of the annuitant; and
- Recompute the amount of the offset when OPM has made its award of annuity.

What Are the Responsibilities of the Reemployed Annuitant? The annuitant needs to provide agency with her/his retirement status. Retirement status should be included in the application/resume for Federal employment. The annuitant is required, as a condition of reemployment, to advise the agency whether he or she:

- Is currently receiving an annuity, and if so, the gross monthly amount of that annuity;
- Is a disability annuitant, and if so, whether OPM has found him or her recovered from the disability or restored to earning capacity; and
- Receives an annuity based on an involuntary separation that was not based on charges of misconduct or delinquency.

For More Information: Additional details on the process of being re-hired into the Federal workforce as an annuitant are at OPM's website: ***http://www.opm.gov.*** See especially the sections relating to status as CSRS and FERS employees, which are taken from the OPM Handbook, Chapter 100, April 1998.

Volunteering

BLM Volunteer Program

What Is It? The BLM volunteer program offers guidance and assistance to individual offices in setting up and managing volunteer positions. Volunteers for the BLM fill a variety of roles. Offices can utilize standard position descriptions and program guidance, or they can develop and customize a program for their specific needs. The authority for the BLM Volunteer Program is granted under the Federal Land Policy and Management Act of 1976 (FLPMA, 43 U.S.C. 1737), as amended by the BLM Volunteers for the Public Lands Act of 1984 (P.L. 98-540). The Federal Tort Claims Act (28 U.S.C. 2671-2680) and provisions of the United States Code (5 U.S.C. 8101) authorize compensation for work injuries sustained by volunteers.

Pros and Cons: Volunteerism can be a method for utilizing knowledgeable and skilled BLM retirees. Volunteer projects can allow retirees to continue working on a special interest or special project. With appropriate supervision, training, and security clearances, volunteers are allowed to use BLM equipment, vehicles, computers, and communications systems for their work. Offices that make use of volunteers must keep records of their accomplishments and provide the volunteers with some level of supervision. The BLM may incur expenses for security clearances or training.

Contact: For information on the BLM's national program, contact the BLM's Volunteer Coordinator, Mary Tisdale, at 202-452-0365, or by email at *Mary_Tisdale@blm.gov*. For contact information in the BLM States, consult the following website: ***http://www.blm.gov/volunteer/contacts/index.html***.

For More Information: Examples of successful volunteer groups and individuals are available at ***http://www.blm.gov/volunteer***. Another website that provides an easy-to-follow toolkit with guidelines, forms, and sample agreements is ***http://web.blm.gov/internal/wo-600/00_wo650_vol/toolkit/index.html***

Public Lands Foundation

What Is It? The Public Lands Foundation (PLF) is a private, nonprofit organization with an educational and scientific mission to promote the proper use, protection, and professional management of Federal public lands. PLF is not a government agency or entity, nor is it affiliated with or a part of the Bureau of Land Management. It is an advocate for the conservation and proper use of lands administered by the BLM. PLF has been operating since 1987.

Membership is open to everyone with an interest in or concern about natural resource management. Though most current members are retirees, people currently employed in resource management agencies can also be members. In addition to the national organization, there are currently four state chapters headquartered in Phoenix, Reno, Boise, and Billings.

The Public Lands Foundation disseminates information concerning public land issues, problems, and opportunities to its members, as well as to the public, through position statements, analytical papers, Congressional testimony, written comments on administrative rulemakings, and other public input opportunities, and through its newsletter and website. Members take an active part in developing local public land use plans and give presentations in various public forums. PLF holds an annual conference, and each September members gather at public land sites during National Public Lands Day to work to improve the sites. PLF also conducts and sponsors studies and workshops needed to analyze public land issues. The Foundation sponsors annual awards to recognize a current BLM Manager and Technical Specialist for outstanding work as civil servants in public lands professions.

The Public Lands Foundation also maintains an archive depository at the BLM National Training Center in Phoenix, where personal papers, photos, and other documents can be deposited and made available to the public to provide insight into the BLM and its predecessor agencies. Papers may be placed with the Archives by contacting PLF Archives, BLM National Training Center, 9828 N. 31st Avenue, Phoenix, AZ 85051.

Pros and Cons: The PLF provides a means by which land management professionals can maintain their interest and express their opinions about the proper use of public lands. The Foundation also provides opportunities for BLM retirees to stay connected with former associates and provides support for BLM on budget, social, and political issues.

Contact: Additional information about the Public Lands Foundation can be obtained from the Public Lands Foundation, P.O. Box 7226, Arlington, VA 22207.

For More Information: The Public Lands Foundation maintains a website on its activities at ***http://www.publicland.org***. The PLF also maintains a website with contact information regarding former BLM employees at: ***http://www.MyFamily.com***.

Emeritus Program

What Is It? This is not a formally organized program, but a concept on how to establish a specific, customized volunteer program utilizing the expertise of retired employees.

Using the standard BLM volunteer agreement, recent retirees can continue to work on a specific project on a time-available basis. The retiree is given an official position title with emeritus status (e.g., Senior Soils Specialist emeritus, Hydrology Specialist emeritus). The individual is provided a desk, telephone listing, computer access and e-mail account, driving privileges, and travel reimbursement in accordance with existing BLM volunteer policies.

This approach allows retired employees to continue working on a favorite project, including scientific research, or to complete a specific long-term project, and keep in touch with peers professionally. Arrangements can be specifically set up to best suit the individual needs of both the office and the retiree.

Pros and Cons: The Emeritus Program allows employees an opportunity to complete a specific project in their area of professional interest, even when they have already retired. The Program provides additional assistance and expertise for offices on a cost-effective basis that allows retirees to keep abreast of their professional interests.

A hosting office must provide workspace and some supervision of the emeritus volunteers. Success requires a good personal and professional relationship between current staff and emeritus staff.

Contact: Contact Mary Tisdale, BLM Volunteer Coordinator, at 202-452-0365, or by email at ***Mary_Tisdale@blm.gov***, or Lee Barkow, Director of the National Science and Technology Center, at ***Lee_Barkow@blm.gov*** for suggestions regarding how to implement an Emeritus arrangement in your office.

For More Information: There is no established authority for this program. The BLM's volunteer policies can be found at the following website: ***http://web.blm.gov/internal/wo-600/00_wo650_vol/toolkit/index.html***.

Appendix

Sample Handover Plan for Management/Technical Positions

What Is a Handover Plan and Why Do We Need Them? Staffing transitions occur due to retirements, employee promotions or relocations, staffing reductions, or office reorganizations. A handover plan can help smoothly pass the baton and retain knowledge, and to maintain partnerships and customer relationships. Good plans will reduce wasted time and funds in locating or duplicating information, documents, and records, and reduce the time needed to understand processes and issues. Handover plans are designed to sustain continuity, avoid "reinventing the wheel," and provide new employees key information that will help them, and their organization, succeed.

How Do I Develop a Handover Plan?
Transition plans and timelines should be jointly developed between the employee, supervisor, and/or managers, as well as affected members of the organization or program.

Identification of ongoing duties, projects, current and emerging issues, and specific transitional activities that need to occur will be the main component of a handover plan. Strategies, timelines, and assignments to accomplish identified needs should also be included and might fall largely to the employee and supervisor/manager. Communicating and sharing the plan among affected employees, program leads, and managers is a responsibility of the supervisor/manager or project lead.

The size, complexity, and style of a handover plan should be determined by the supervisor or manager and the employee, depending on the time available and the nature of the departing employees' projects and responsibilities. In some cases, handovers may best be handled in face-to-face meetings; in other cases, written documentation and recommendations may be needed. The time required to develop a handover plan may range from a few hours to several days.

Sample Templates for Developing a Handover Plan

- Transition Checklist
- Inventory of Documentation/Files
- Contacts
- Task Description and Time Allocation
- Sample Notification Letter/Message

Items to consider including in a handover plan:

Ongoing Tasks	Projects	Management
• routine tasks, frequency, time commitment for each, relationships to other office tasks • ongoing assignments to be continued by the successor • certification/training requirements • inventory/location of files, documents, references • contacts • current and emerging issues • contracts – pending, active • program info – guidelines, references, authorities • funding status, fund codes • property/equipment • annual or semi-annual reporting requirements	• title, description, status of projects • team members, assignments • information on contacts, partners, interagency contacts • funding status, project codes • calendars, flow charts, Gantt charts • files, documents, references	• identification/background of responsibilities • identification of current issues • emerging issues • contact information: agency, program, partners, stakeholders, key publics, officials, etc. • files, documents, references • status of personnel, any pending actions, personal recommendations, table of organization • explanation of office procedures, policies, office morale or internal issues, community relations, office priorities, delegation of authorities.

TRANSITION CHECKLIST

Name: ______________________________

Office/position: ______________________________

	Date completed:	Turned over to:
1. Complete chart of tasks, frequency, time commitments		
2. Complete inventory/description/location of records, files, documentation, references		
3. Complete list of certification/training requirements		
4. Complete inventory/list of contact information		
5. Write brief of current issues/ongoing projects		
6. Write brief on emerging issues		
7. Update and compile program information, guidelines		
8. Compile information on funding status, funding codes		
9. Update property records; compile information on property equipment, status, location, condition, user manuals, repair or replacement needs		
10. Compile project records		
11. Compile information on reporting requirements		
12. Compile records on current contracts		
13. Compile table of organization, notes on personnel/staffing issues		
14. Compile/edit/update office policies and procedures, delegations of authority		
15. Write brief on community relations		
16. Send out notification of transition to key contacts/stakeholders/vendors/contractors		

INVENTORY OF DOCUMENTATION/FILES

Name: ______________________________

Office/position/project: ______________________________

Write a brief synopsis of files, documentation, registers, maps, charts, photographs, references, or similar information. Include a brief description of content, dates of creation, location, format, security requirements, and any other comments on use, associated files, relation to records in other offices, notes about originators of records, use in litigation, etc., that might be helpful in utilizing information.

Title: ______________________________

Format: ______________________________

Size: ______________________________

Location: ______________________________

Dates: ______________________________

Security requirements: ______________________________

Comments: ______________________________

Title: ______________________________

Format: ______________________________

Size: ______________________________

Location: ______________________________

Dates: ______________________________

Security requirements: ______________________________

Comments: ______________________________

Title: ______________________________

Format: ______________________________

Size: ______________________________

Location: ______________________________

Dates: ______________________________

Security requirements: ______________________________

Comments: ______________________________

CONTACTS

List individuals, groups, and companies that you regularly work with or who may have special interests or useful assistance for your area of responsibility. This includes co-workers, agency technical specialists, officials, administrators, public officials, interagency contacts, project team members, interested publics, stakeholders, vendors, contractors, partners, technical or subject matter specialists in the corporate/private/academic world, consultants, and media contacts.

It is probably not necessary to list contacts where information could easily be found in other records, such as permittees with whom you frequently work.

Name: ____________________

Work telephone: ____________________

Home telephone: ____________________

Cell phone: ____________________

e-mail or website: ____________________

Mailing address: ____________________

Physical address: ____________________

Relationship: ____________________

Comments: ____________________

____

____

Name: ____________________

Work telephone: ____________________

Home telephone: ____________________

Cell phone: ____________________

e-mail or website: ____________________

Mailing address: ____________________

Physical address: ____________________

Relationship: ____________________

Comments: ____________________

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Name: ____________________

Work telephone: ____________________

Home telephone: ____________________

Cell phone: ____________________

e-mail or website: ____________________

Mailing address: ____________________

Physical address: ____________________

Relationship: ____________________

Comments: ____________________

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TASK DESCRIPTION and TIME ALLOCATION

Name: ______________________ Position: ______________________

List individual tasks or groups of tasks required of your position, with an estimated time allocation for each major task grouping. Include information on frequency and any routine reporting dates or processes; identify task interrelationships, including those tasks related to other positions. Express time commitments as a percentage or in estimated hours per week or month. Add additional elements as needed

A. (name of task) ______________________ **Time Commitment:** %

1. description of element
   a. ______________________
   b. ______________________
2. description of element
   a. ______________________
   b. ______________________
3. description of element
   a. ______________________
   b. ______________________
4. description of element
   a. ______________________
   b. ______________________

Comments: (include information or advice based on your experience for accomplishing this task.)

____

____

____

B. (name of task) ______________________ **Time Commitment:** %

1. description of element
   a. ______________________
   b. ______________________
2. description of element
   a. ______________________
   b. ______________________
3. description of element
   a. ______________________
   b. ______________________
4. description of element
   a. ______________________
   b. ______________________

Comments: (include information or advice based on your experience for accomplishing this task.)

____

____

____

C. (name of task) ______________________________ **Time Commitment:** %

1. description of element
   a. ______________________________
   b. ______________________________
2. description of element
   a. ______________________________
   b. ______________________________
3. description of element
   a. ______________________________
   b. ______________________________
4. description of element
   a. ______________________________
   b. ______________________________

Comments: (include information or advice based on your experience for accomplishing this task.)

____

____

____

D. (name of task) ______________________________ **Time Commitment:** %

1. description of element
   a. ______________________________
   b. ______________________________
2. description of element
   a. ______________________________
   b. ______________________________
3. description of element
   a. ______________________________
   b. ______________________________
4. description of element
   a. ______________________________
   b. ______________________________

Comments: (include information or advice based on your experience for accomplishing this task.)

____

____

____

Sample Notification Letter/Message

Following is a text example of a formal letter or e-mail message to notify individuals or companies affected by a transition in employees. In most situations, this type of message should be sent by the project supervisor, the employee's supervisor, or a higher-level manager. In some situations, an employee may wish to re-write the message in the first person and personally send it to individual contacts.

Dear: (insert name)

This is to inform you that (insert name), who has been responsible for (insert duties, projects, responsibilities) at the Bureau of Land Management (name of office) for the last (insert length of time), will be leaving this office and handing over responsibilities as of (date)

(Name) will be assuming these responsibilities as of (insert appropriate date) He/she can be reached at (telephone, e-mail, and mailing address). (If this individual works other than a typical business week schedule, it is a good idea to insert information about when/where they can normally be reached.)

Our office is doing everything possible to ensure a smooth transition and continuing our agency mission and service to customers. If you have any concerns about this change, please contact me at (telephone, e-mail) below.

(Name and contact information)

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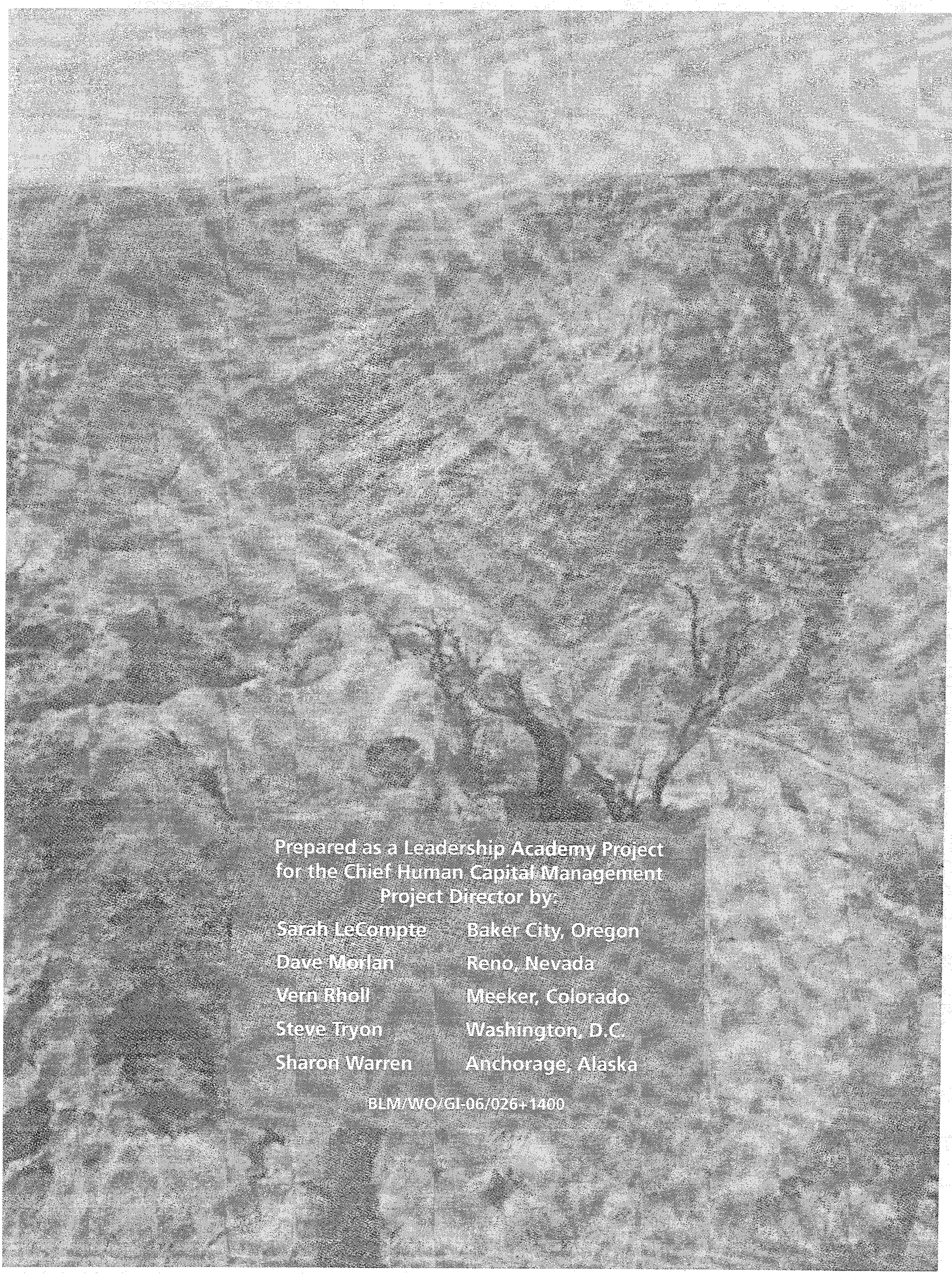

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