



United States Department of the Interior

OFFICE OF THE ASSISTANT SECRETARY
POLICY, MANAGEMENT AND BUDGET
Washington, DC 20240



JUN 08 2005

(2601)

The Honorable Norman D. Dicks
Ranking Minority Member
Subcommittee on Interior, Environment, and Related Agencies
Committee on Appropriations
U.S. House of Representatives
Washington, DC 20515-4706

Dear Mr. Dicks:

I am writing to transmit a proposal by the National Park Service (NPS) to realign certain functional responsibilities in the Washington headquarters offices. There are no added costs associated with this realignment. The number of Senior Executive Service slots remains unchanged.

The purpose of this realignment is to improve our ability to carry out the broad mission responsibilities of the NPS. We seek to improve efficiency by balancing responsibilities among top managers and consolidating similar functions under common leadership.

This realignment will accomplish the following:

1. Achieve consistency with the requirements of P.L. 104-333, which states, in part "...the Director shall select two Deputy Directors. The first Deputy Director shall have responsibility for National Park Service operations, and the second Deputy Director shall have responsibility for other programs assigned to the National Park Service."
2. Consolidate oversight of park operations under a single Deputy Director. Implementation of this organizational change will significantly improve communications between headquarters and field units in operational matters.
3. Consolidate park support services under a single Deputy Director. This organizational alignment will facilitate interaction among interdependent functions and programs, and provide leadership to the conduct of special projects and initiatives.
4. Create an organizational alignment that improves customer service and clarifies roles and responsibilities for all people we serve.

5. Focus increased attention on human capital needs consistent with the President's Management Agenda by creating an Assistant Director for Human Capital. This affirms our commitment to raising the importance of our human capital to equal that of our financial capital.
6. Focus increased management attention on business practices by creating an Assistant Director for Business Services. This will allow greater involvement by and direction from top management to our contracting, concessions and fee management programs, which, because of their size and complexity, require increased oversight and expertise.
7. Create a comprehensive, strategic approach to delivering the Service's interpretation and education mandate by consolidating the Division of Interpretation and Education with the Harper's Ferry Center under an SES manager in the Office of the Associate Director for Partnerships, Interpretation and Education and Volunteers. This consolidation will place greater emphasis on the Service's interpretation and education functions with the goal of strengthening the stewardship role of the American public with respect to their national parks.
8. Create greater efficiency and responsiveness to both our internal and external customers by moving the Land and Water Conservation Fund, Federal Lands to Parks and Base Closure functions to the Deputy Director for Park Support Services. These programs deal with external customers and are largely public policy driven.
9. Promote efficiency, effectiveness and accountability among units assigned to the Associate Director for Cultural Resources. This will be accomplished by organizing fourteen divisions among three Assistant Associate Directors. See enclosure for more information.

This realignment will assist us to better function as a cohesive management team by improving internal communication both within the directorates and among field units, improving leadership of Servicewide functions, and focusing priorities by more appropriate functional alignments under each Deputy Director.

The direct reporting relationships to the Director are unchanged, with the exceptions of the Office of Policy, which will report to the Deputy Director for Park Support Services, and the Equal Opportunity Office, which will report to the Assistant Director for Human Capital. The Office of the Associate Director for Administration, Business Practices and Workforce Development is eliminated and its functions absorbed by other offices. Organizational charts for both the current and proposed organizations are enclosed.

This letter is being submitted in accordance with the arrangements and understandings that the Department has with the House and Senate Committees on Appropriations with respect to reprogramming procedures. As provided under these procedures, we intend to proceed with this reprogramming unless we hear from you within 30 days of your receipt of this letter.

Similar letters have been sent to the Honorable Conrad Burns, Chairman, Subcommittee on Interior and Related Agencies, Committee on Appropriations, United States Senate; the Honorable Byron L. Dorgan, Ranking Minority Member, Subcommittee on Interior and Related Agencies, Committee on Appropriations, United States Senate; and the Honorable Charles H. Taylor, Chairman, Subcommittee on Interior, Environment, and Related Agencies, Committee on Appropriations, U.S. House of Representatives.

Thank you.

Sincerely,



P. Lynn Scarlett
Assistant Secretary
Policy, Management and Budget

Enclosures: Current headquarters organization
Proposed headquarters organization
Cultural Resources organizational structure with two charts