



Carolyn McCormick
<ctmccormick@comcast.net>

To Steve Henke <Steve_Henke@blm.gov>


cc

bcc

04/30/2010 11:30 AM

Subject Re: NMOGA Info & Assignment

History:

 This message has been replied to.

Steve,

I would like to have it back by Wed, the 5th, if possible.

Thanks,
- Carolyn

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**Carolyn McCormick, Principal
Peak HR Consulting, LLC
303-388-5308**

----- Original Message -----

From: "Steve Henke" <Steve_Henke@blm.gov>

To: "Carolyn McCormick" <ctmccormick@comcast.net>

Sent: Friday, April 30, 2010 10:19:38 AM GMT -07:00 US/Canada Mountain

Subject: Re: NMOGA Info & Assignment

Carolyn:

When would you like to have the writing assignment?

Steve



Carolyn McCormick
<ctmccormick@comcast.net>

05/04/2010 11:55 AM

To Steve Henke <Steve_Henke@blm.gov>
cc
bcc
Subject Re: NMOGA Writing Assignment

Thanks so much, Steve.
- Carolyn

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Carolyn McCormick, Principal
Peak HR Consulting, LLC
303-388-5308

----- Original Message -----

From: "Steve Henke" <Steve_Henke@blm.gov>
To: "Carolyn McCormick" <ctmccormick@comcast.net>
Sent: Tuesday, May 4, 2010 11:52:36 AM GMT -07:00 US/Canada Mountain
Subject: Re: NMOGA Writing Assignment

Carolyn:

Attached please find my submissions as requested. If you have any questions or problems printing these, please give me a call. Thanks.

Steve

(See attached file: NMOGA.Writing.1.docx)(See attached file:
NMOGA.Writing.2.docx)

Steve Henke

1. There are several challenges to the long-term viability of the oil and gas industry in New Mexico. The general categories of taxes and fees, access to resources and transportation routes, and government regulation at the federal, state and local levels combine to present our association with a challenge requiring a focused, collectively supported effort.

Obviously there are areas of overlap among the three categories I listed above, which I will address. However, when there is broad based support from our membership as to the most important of issues, I would suggest to the Executive Committee that we work on defining desired outcomes for each. Next I would recommend the development of a strategic plan, with short and long-term objectives, which systematically addresses each goal. An implementation plan should complement the strategy, with a mechanism to establish and measure progress, assess emerging or unanticipated factors, and adjust priorities as necessary. I am an advocate and practitioner of the plan, implement, monitor and adapt principles of organizational leadership.

The oil and gas industry supports the majority of the state's budget and has been the primary source of revenue for the permanent fund. In this era of budget shortages for the state, there will, in my opinion, be increasing pressure in the legislature to raise revenue, and the oil and gas industry will be a tempting and familiar target. We must work with our membership and lobbyists to insure the industry is not unfairly burdened to pay for existing or new programs within the state. A vibrant, stable oil and gas industry is critical to New Mexico's future, and this message should be delivered unapologetically.

We must be aware of and involved in planning efforts at the federal, state and local levels to positively influence decisions that potentially affect our members' access to resources and transportation corridors. I would promote a spirit of collaboration with regulatory proponents and supporters, while maintaining diligence in understanding and commenting on proposals. Our organization must have a seat at the table to represent our members' interest as these issues are contemplated.

Finally, we are faced with an unprecedented level of new regulatory proposals by government at all levels. Air quality, green house gases and global climate change issues will be particularly challenging in the near term. The collective wisdom of our membership and their employees should be used to, as best we can, insure proposals are scientifically based, properly analyzed, and if adopted, reasonably implemented and monitored for effectiveness.

In summary, I would work collaboratively with the Executive Committee and our members to develop and implement a broadly supported strategic plan which addresses the priority issues facing the industry. There may well be adjustments to the issues I have identified; however, based upon my experience, I believe the recommended approach is sound.

3. When I was appointed District Manager in Farmington in 2001, I inherited a dysfunctional organization. The depth and consequences of this dysfunction were manifested in internal organizational disagreements and sabotage of projects without resolution or progress. More importantly, our clients and the public were confused, frustrated, and in some cases disgusted with the lack of cohesion and consistency within the Bureau of Land Management (BLM). In addition, there was a misguided, long-range planning effort underway that had no definitive purpose or sense of direction. Needless to say, morale within the office was low, stress was high, and trust was lacking, both internally and externally.

There were sharp differences within the office as to the proper course to balance oil and gas development with other resource values and responsibilities. Disruptive personal agendas were prevalent. The day after I was appointed, I called a meeting of all employees, and I said unequivocally that "the Farmington District was back in the oil and gas business because it is in the public interest to do so." Having worked previously in the District, I had a reservoir of personal capital with select individuals, which I could draw upon to implement a change in direction and a new focus for the office.

In the first meeting with all staff, I laid out some key principles that would serve as the foundation for a new direction. I emphasized the need for leaders to lead and for them to make difficult decisions. I discussed a set of fundamental expectations with which I wanted to operate: we will develop the public's oil and gas in an environmentally responsible manner; we will collaborate with others to reach consensus on controversial issues; we will work to build trust internally and externally; we will uphold our commitments and be accountable; and we will strive to be effective, not just efficient.

My next steps involved outlining a comprehensive set of objectives with the management team. Staffs and individuals participated in establishing specific performance expectations which would lead to our organizational success. Along with rebuilding management's credibility, I began the process of external damage repair through a series of meetings and discussions seeking recommendations from our customers. I simultaneously hired a contractor to go out in the community to identify key concerns.

After compiling and analyzing the information from external sources, I initiated a series of successful collaborative efforts to address the resource management issues of most concern to the public. When we began to walk the walk internally, the tension level subsided substantially, and we became a more focused, effective, and trusted organization that is now viewed as adding value to the community. The BLM in Farmington is now on a sustainable path, with a culture change and proactive attitude which will outlast my tenure.

Building and nurturing relationships has been vital to my success. Although I provided significant recognition to those assisting me, I should have been more sensitive in offering personal feedback to those I disappointed with decisions not aligned with their personal preferences. I trust those I disappointed know their views were carefully considered, but they should have heard it from me.