

**OCFO Human Capital Strategic Plan  
2008-2013**

*“The very definition of human capital is that it walks out the door every evening, and exists permanently with an employee who leaves the company”.*

---Gary S. Becker, Nobel Prize winning economist

The goal of the Office of the Chief Financial Officer’s Human Capital Strategic Plan is to build a model workplace for the 21<sup>st</sup> century that incorporates attracting, developing, engaging, and retaining our top talent. We strive to create a performance culture focused on individual and organizational accountability that will enhance and secure the future of the OCFO. We will align our reward system with our main strategic objective which is to support the achievement of LBNL’s programmatic goals and priorities.

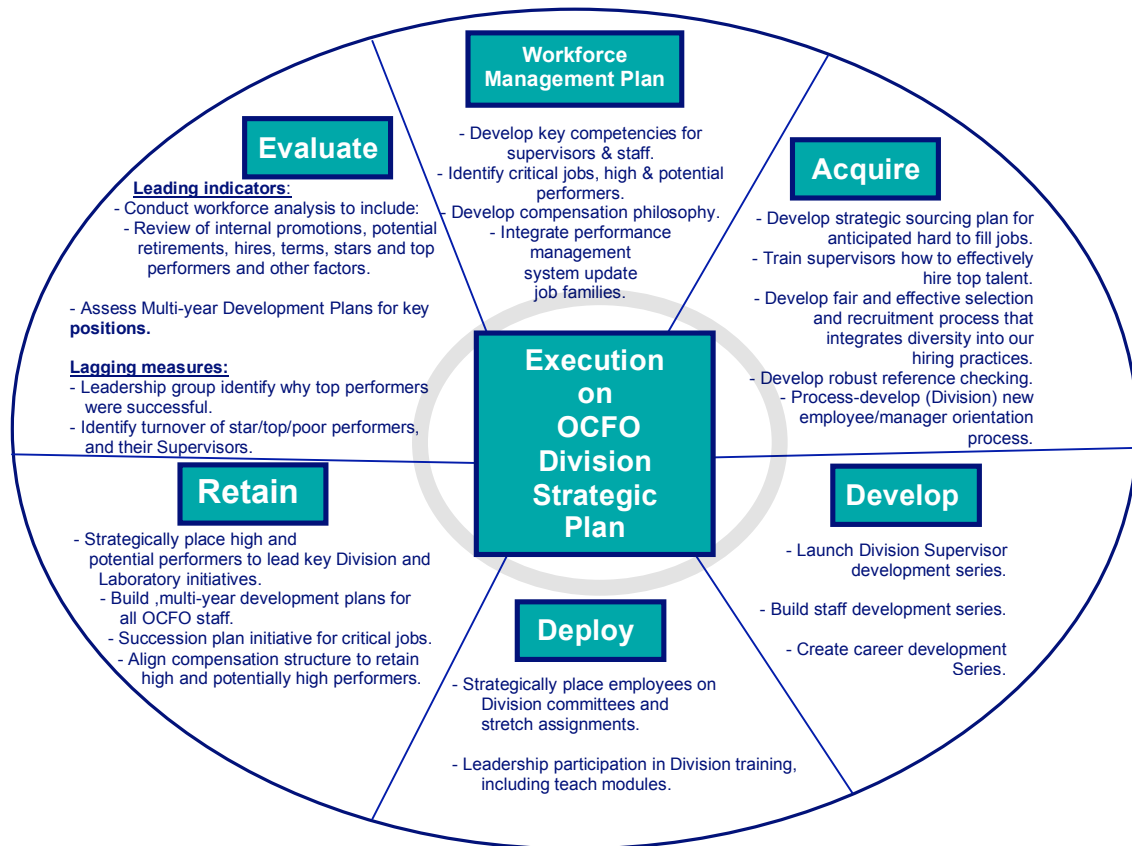
Through a comprehensive approach that includes effective performance management, professional development, succession planning and continuous learning to keep our employees’ skills current, the OCFO will be able to continue to meet its challenges by having the right people in the right jobs at the right time to fulfill the mission of Lawrence Berkeley National Laboratory.

Attracting and retaining top talent is becoming more important than ever as the “baby boomers” look forward to retirement in the next 5-7 years. Data indicates that a high number of Laboratory employees, including ones in OCFO, are eligible to retire in the next five years: 31% of the workforce, 53% of managers and supervisors, and 65% of senior executives.

The opportunity to recruit and retain the right people is one of the most important and critical decisions a manager can make. To make sure that our managers are well-equipped to make these crucial decisions now, and in the future, the OCFO will embark on a comprehensive strategic plan to acquire, develop, deploy, retain, and evaluate our current and future employees. Our vision is that, through these strategic initiatives, staff at all levels will see the direct link between the Laboratory’s mission and managing our human capital.

Our Human Capital Strategic Plan is designed to be a living document used on a regular basis to keep our initiatives in line with our strategic goals. Our Plan will be updated annually to incorporate progress on initiatives and future priorities.

# OCFO Human Capital Plan



## Human Capital Strategic Plan Initiatives

### Evaluate

Evaluating where we are today and where we want to be in the future will help to guide us in carrying out the various aspects of our human capital plan. Do we make sure that employees get off to the right start and are we developing our staff? Where is our turnover occurring? Is it by department, job family or supervisor? To answer these questions in a systematic approach we will:

- Conduct a workforce analysis to include a review of internal promotions, potential retirements, identification of top and star performers, as well as other factors. (completed)
- Assess multi-year development plans for key positions.
- Form a leadership group that will identify why top performers are successful, identify traits and competencies.
- Identify turnover of star/top/poor performers and their supervisors.

## Workforce Management Plan

We are committed to creating an organization that eliminates unnecessary layering, increases spans of control, empowers employees, reduces costs, and commits resources to the most critical work. To fulfill our Human Capital goals, OCFO will begin the process by:

- Identify critical positions and groom our high performers to assume leadership of these positions.
- Develop key competencies for supervisors and staff.
- Update our job families to reflect actual work being performed and develop performance standards for these families. (completed)
- Develop standard HR practices so that managers are all using the same criteria for making important hiring and managing decisions. (completed)
- Develop leadership competencies through our training initiatives and through active mentoring.
- Re-evaluate compensation philosophy with new performance management process in mind. Ensure a direct line between employee performance expectations and recognition/reward to the Lab's missions and to identify developmental needs and address poor performance. (in progress)

## Acquire

Acquiring the best employees is the first step toward success in ensuring that we have the right people doing the right work at the right time. To achieve this goal we will:

- Work with our Human Resources colleagues, to develop a strategic sourcing plan for anticipated hard to fill jobs and for succession planning.
- Train supervisors how to effectively hire top talent. Develop a fair and effective selection and recruitment process that integrates diversity into our hiring practices.
- Develop a robust reference checking process. (in progress)
- Develop new employee/manager orientation process.

## Development

OCFO will ensure that employees have the skills and training they need to fulfill the mission of the Laboratory and customer expectations and to close the skill gaps now and in the future. We will ensure that our employees are given appropriate training and to the extent possible, re-training to accommodate changing missions. This will be achieved through a number of exercises:

- Develop an OCFO manager and supervisor training series. This was launched in October of 2006 and will be continuous. (completed)
- Launch Lab wide training for non-financial professionals so that they are fully aware of their major fiduciary responsibilities as employees of LBNL. This has been started in February of 2007. (in progress)
- The OCFO will continue to work with our human resources partners to develop competencies for critical and non-critical skills. Workforce plans will be developed and will identify current and projected skill gaps and associated strategies for closing those gaps.
- Build a staff development and career development series.
- Succession Planning – A critical piece of development is making sure we prepare tomorrow's leaders today. We will identify our future leaders and make sure they have

- the opportunities to attend such programs as BOI, MSAP, BLI's Management Development Program, as well as programs outside UC/LBNL.
- We will align our development plans closely with the Berkeley Lab Institute to optimize training opportunities that ensure that all Lab employees have the necessary tools to be successful. (in progress)

### Deployment

Placing people in positions that allows them to succeed is critical to the success of the OCFO mission as well as for the employee's sense of self-worth, esteem and value. We need to ask ourselves, "are people placed where they can succeed?" "Are we challenging our top talent?" To answer these questions the OCFO will:

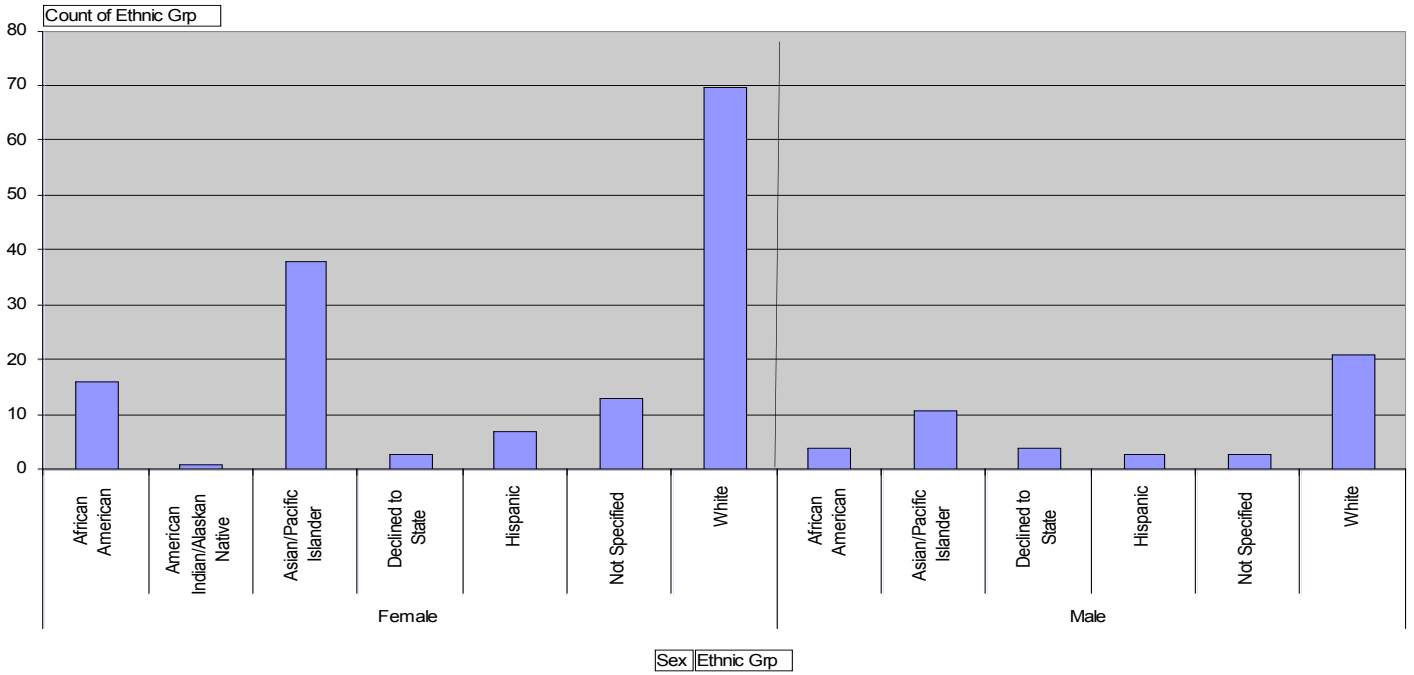
- Strategically place employees on Division committees and stretch assignments. (in progress)
- Require OCFO leadership to participate in Division training, including the teaching of modules. (completed)

### Retaining

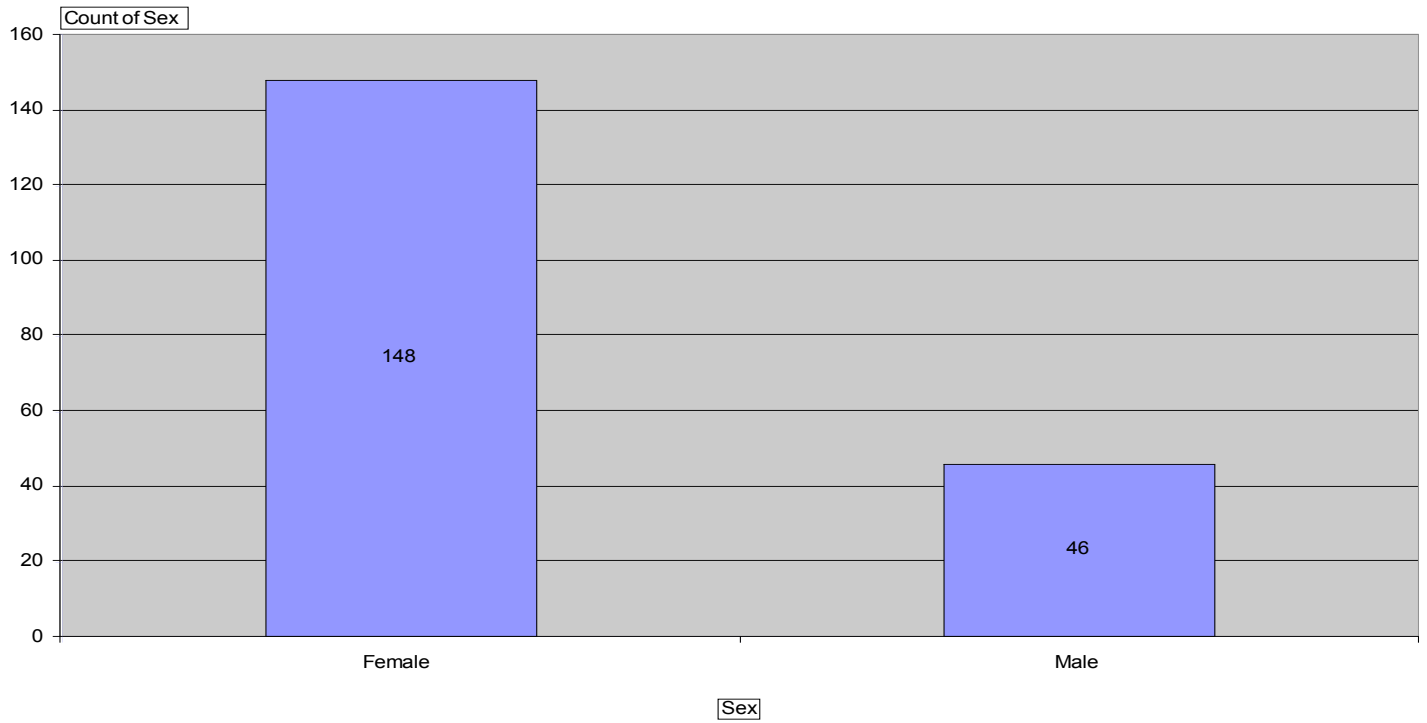
How do we make sure that when our "...human capital walks out the door in the evening...", they return the next day? Retaining our employees is the final key factor in the success of any human capital plan. In order to accomplish this objective, our managers must make sure that we keep our top performers engaged and challenged by making sure they have adequate opportunities to test and push their professional limits by providing them with important and interesting responsibilities. To foster an environment where OCFO employees will want to remain at the Laboratory we will:

- Strategically place high performers to lead key Division and Laboratory initiatives. (in progress)
- Through the performance management process, ensure that robust development plans are completed for all OCFO staff.
- Develop succession plan initiative for critical jobs.
- Align compensation structure to retain high and potential performers.

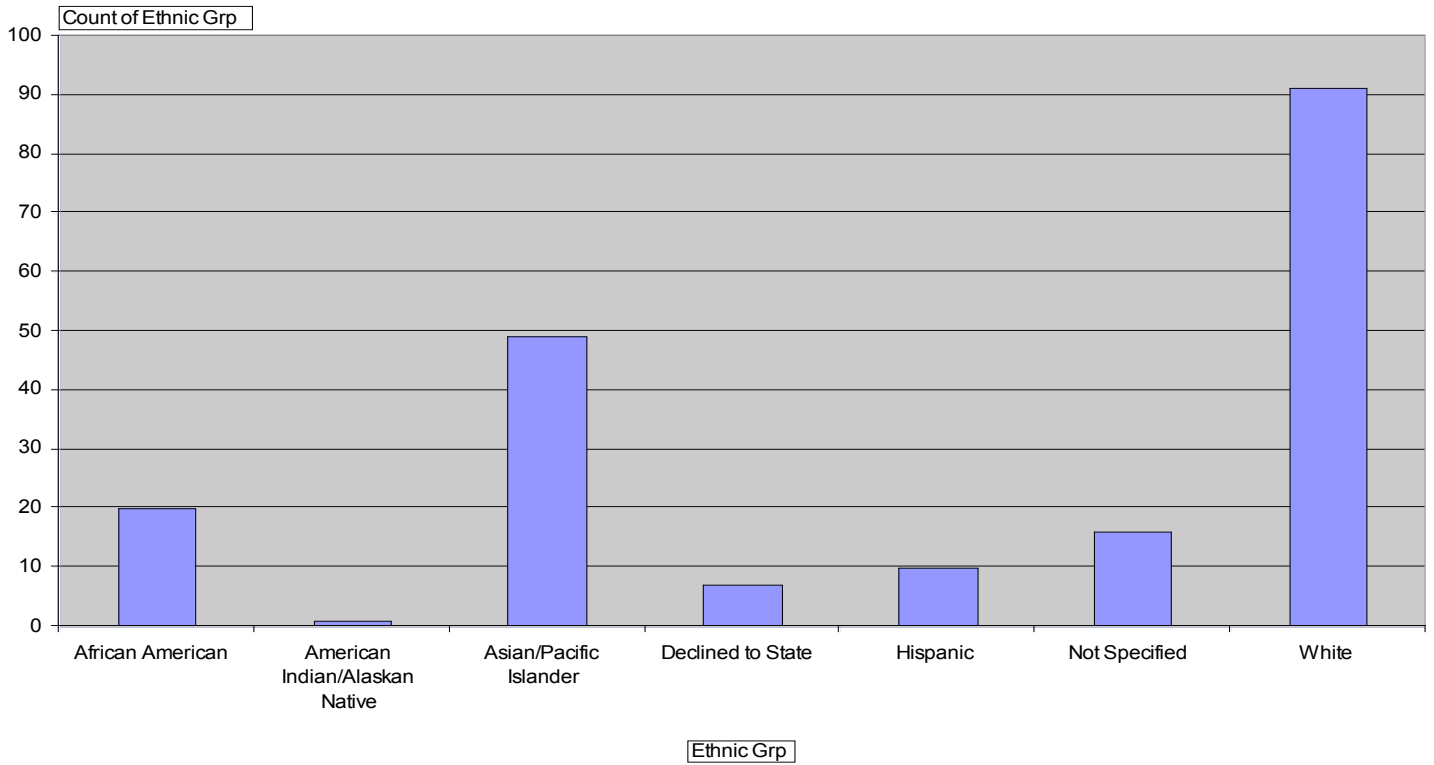
OCFO Female & Male Demographics--Ethnicity



OCFO Demographics--Sex



OCFO Demographics--Ethnicity Sum



OCFO Demographics--Age by Area

