



Department of Energy  
Washington, DC 20585

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March 31, 1994

MEMORANDUM TO Archer L. Durham  
Assistant Secretary for  
Human Resources and Administration

FROM:

for Tom Evans *R. Hardwick*  
Technical Personnel  
Program Coordinator

SUBJECT: Commitment 2.1 of the Implementation Plan  
for Defense Nuclear Facilities Safety Board  
Recommendation 93-3

The Implementation Plan for the Defense Nuclear Facilities Safety Board Recommendation 93-3 calls for the two deliverables within Commitment 2.1, Target Dates for National Performance Review Recruitment Initiatives and the Milestones for Technical and Non-Technical Position Ratio, to be issued by March 1994. The Plan also calls for these deliverables to be communicated to the Board in the Department's Recommendation 93-3 Quarterly Report.

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**Kir** The enclosed attachments were developed by the Office of the Deputy Assistant Secretary for Human Resources (HR-3) and are the two deliverables required by Commitment 2.1. The Department's Recommendation 93-3 Quarterly Report will be issued in April 1994, and will include a discussion of the Commitment 2.1 deliverables.

If you have any questions or comments, please contact me or Ray Hardwick at (202) 586-3558.

Enclosures:

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## Milestones for Technical/Non-Technical Position Ratio (93-3 Commitment 2.1)

### Review

Commitment 2.1 of the Department's Implementation Plan for Defense Nuclear Facilities Safety Board Recommendation 93-3 requires that the Department review the current mix of technical and non-technical positions and establish milestones utilizing the flexibilities of an Excepted Service system and the National Performance Review for increasing the ratio that will support the technical requirements of the Department's mission. In addition to the Excepted Appointment Authority and the National Performance Review, there are other events which may profoundly impact the Department's technical ratio and which the Department will use to improve this ratio.

### Ramp-Up of Technical Positions in Environmental Management

The increased staffing effort relating to the additional 1200 full time equivalent positions allocated for the Environmental Management program for fiscal years 1994 and 1995 will have the greatest impact on the Department's technical ratio. The bid process, whereby Operations Offices and Headquarters elements attempt to justify their requests for these positions, provides the best opportunity for the Department to improve its technical ratio. Offices were requested in preparing their bids to describe "how the bid supports the commitments of the Defense Nuclear Facilities Safety Board 93-3 Implementation Plan." The Evaluation Board reviewing the bids is aware of the importance of improving the Department's technical capabilities and will consider this in approving new positions. A majority of these new positions should be technical in nature and should therefore improve the Department's technical/non-technical position ratio.

### Technical Intern Program

On a much smaller scale, it is projected that the technical intern program will add 25-50 technical positions to the Department each year beginning in fiscal year 1994. The majority of these positions will be in engineering and physical sciences occupational series.

### Rightsizing and Restructuring the Department's Workforce

Other opportunities may also arise for the Department to improve its technical ratio and skill mix. These include early out/separation bonus legislation, and any downsizing required to meet the President's goal of reducing Federal employment. It is anticipated that these initiatives will create flexibilities which will allow the Department to hire additional technical as well as non-technical staff. There may also be unforeseen events

which impact the Department's attempts to improve its technical ratio. Part of the workforce rightsizing and restructuring initiative will involve the establishment of an information system to track vacancies created by "buyouts" and "early-outs" and the subsequent disposition of the staffing flexibilities that are available.

### Milestones

The milestones attached are based upon the above, and other anticipated opportunities for improving the Department's technical/non-technical position ratio. The Office of Personnel is responsible for the milestones, unless otherwise indicated.

Milestones for Technical/Non-Technical Position Ratio  
(93-3 Commitment 2.1)

estone #1: Determine current ratio of Department of Energy technical/non-technical positions, Departmentwide and by organization, through review of Payroll/Personnel computer system data.

Due Date: May, 1994.

Milestone #2: Projections of Department's potential technical ratio incorporating new Environment Management positions and 1994 interns.

Due Date: June, 1994.

Milestone #3: Survey other technical Federal agencies and private industry on technical/non-technical position ratio.

Due Date: July, 1994.

Milestone #4: Provide ratio information and guidance to all Headquarters and Operations Offices on improving the mix of technical to non-technical positions.

Due Date: August, 1994.

estone #5: Review progress towards improving the Department's technical ratio, considering results of Environmental Management staffing actions and other events which impact the technical ratio. Modify ratio based on unforeseen events, should they occur, and provide results to Technical Personnel Program Coordinator, Cognizant Secretarial Officers, and Operations Office Managers.

Due Date: Annually beginning October, 1994.

Milestone #6: Use Early Out/Separation Bonus authorities for improving technical ratio. Develop buyout and early-out guidance which incorporates cognizance of Defense Nuclear Facilities Safety Board Recommendation 93-3.

**Due Date:** Begin utilizing as soon as possible after authorities are approved and made available to the Department (within 45 days). Note: on March 24, 1994, Congress passed legislation that will permit agencies to offer Separation Incentive Pay, or "buyouts," to eligible employees who voluntarily resign or retire. The legislation has gone to the President for his expected signature.

Milestone #7: Use National Performance Review and Excepted Appointment authorities for improving technical ratio. Develop implementation plan and personnel systems which incorporate the intent of the Department of Energy's Implementation Plan for Defense Nuclear Facilities Safety Board Recommendation 93-3.

**Due Date:** As authorities become available.

Target Dates for National Performance Review  
Recruitment Initiatives  
(93-3 Commitment 2.1)

Commitment 2.1 of the Department's 93-3 Implementation Plan requires that the Department develop target dates for implementing National Performance Review recruitment initiatives by March, 1994. Although the National Performance Review contains several recommendations related to Federal personnel policies, there is only one National Performance Review recruitment recommendation. Due to the importance of these personnel policies to the Department's efforts to achieve technical excellence, target dates for all relevant National Performance Review personnel recommendations were developed.

The National Performance Review recommendations regarding Federal personnel policies would greatly impact the Department of Energy's attempts to improve its level of technical capability. These National Performance Review recommendations follow, and target dates for their implementation are listed. Authority to implement these recommendations is contingent upon their being enacted through either legislation or regulation. Therefore, the target dates proceed from a date, unknown in most cases at this time, on which the recommendations are approved.

1. National Performance Review Recommendation:

"Give all departments and agencies authority to conduct their own recruiting and examining for all positions, and abolish all central registers and standard application forms."

Target Date: Within 90 days of authority:

Recruitment and examining policies, including alternate application forms and/or automated applicant-referral systems, developed which allow the Department to recruit candidates uniquely suited to its highly technical missions in a timely manner. Policies developed with full stakeholder involvement, guidelines issued, and implementation information forwarded to Headquarters and Operations Offices on resultant Department of Energy policies. Authority for use delegated, as appropriate.

Target Dates for National Performance Review  
Recruitment Initiatives  
(93-3 Commitment 2.1)

National Performance Review Recommendation:

"Dramatically simplify the current classification system, to give agencies greater flexibility in how they classify and pay their employees."

Target Date: Within 90 days of authority:

Pay Banding or Alternate Personnel System developed which allows the Department of Energy to aggressively compete with private industry and other Federal technical agencies for high caliber technical candidates. System developed with full stakeholder involvement, guidelines issued, and implementation information forwarded to Headquarters and Operations Offices on resultant Department of Energy policies. Authority for use delegated, as appropriate.

3. National Performance Review Recommendation:

"Agencies should be allowed to design their own performance management and reward systems, with the objective of improving the performance of individuals and organizations."

Target Date: Within 180 days of authority:

Performance management system(s) developed which effectively reward outstanding performance, as well as provide for training, reassignment, demotion, or removal of employees who do not meet minimum standards. Guidelines developed which demonstrate support for management throughout the Department in effecting performance management system(s). System(s) developed with full stakeholder involvement, guidelines issued, and implementation information forwarded to Headquarters and Operations Offices on resultant Department of Energy policies. Authority for use delegated, as appropriate.

Target Dates for National Performance Review  
Recruitment Initiatives  
(93-3 Commitment 2.1)

National Performance Review Recommendation:

"Provide incentives to encourage voluntary separations. Provide departments and agencies with the authority to offer separation pay. Decentralize the authority to approve early retirement."

Target Date:    Begin as Authority is Received:

Use early out/separation bonus legislation to improve the Department of Energy's technical capabilities and technical/non-technical position ratio. Guidelines on early out/separation bonus authorities will reference the Department's commitments made in the Implementation Plan for Defense Nuclear Facilities Safety Board Recommendation 93-3. Authorities for use delegated, as appropriate.