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# **DOE Strategic Human Capital Plan (FY 2006 - 2011)**

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## **Message from the Chief Human Capital Officer**

I am pleased to announce the publication of the Energy's Strategic Human Capital Plan for Fiscal Years 2006 – 2011, which sets forth the human capital strategies that we intend to take over the next five years to ensure that the DOE has the workforce it needs to carry out its mission in an efficient, effective, and productive manner.

The DOE is facing significant operational challenges – budget concerns, concerns by our customer, the American public about greater energy independence from foreign sources for our United States economy and higher performance expectations by the Administration and Congress. These challenges require a flexible and responsive human capital support system that makes “people and relationship management” integral to the business operations of the DOE.

This Plan will provide the strong human capital leadership and direction that will allow DOE to invest wisely and effectively in people management strategies. People are our success. Knowing this, we cannot successfully navigate the future without assessing our current human capital capabilities, look candidly at its strengths and weaknesses, and focus on setting clear direction to strengthen its management. To succeed, we must follow the strategies laid out in this Plan and work diligently to acquire, motivate, and retain a highly skilled, capable, and productive workforce.

Enhancing productivity, ensuring overall accountability of our programs, and attracting and maintaining a high-performing workforce is not only one of the Energy's strategy goals but also that of the President's Management Agenda. We will rely on a rigorous human capital workforce planning process to provide DOE leaders and managers with the human capital information they need to make essential business decisions. The assessments/analysis will be data-driven and will provide a reliable foundation for defining reasonable options for short- and long-term solutions that will ensure DOE has the ability to deliver its mission in the fast-paced and ever-changing environment.

There is an urgent need for us to address deficiencies in or make improvements to the management of our workforce. Human capital – our people – defines our culture, drives our performance, embodies our knowledge base, and provides the means for accomplishing the Energy's core mission. They are without doubt, DOE' most important asset!

**Jeff Pon**  
**Chief Human Capital Officer**

## Executive Summary

The Department of Energy (DOE) continues the process of change that will lead to its true and lasting transformation to a modern organization with improved products and services to our customers and overall better business results. There remains, however, a lot more to do and our ultimate success depends on such things as solid leadership, sound planning, adequate resources, and a commitment to improving DOE—among others. This management challenge is great and requires human capital management strategies that are up to the task.

This strategic human capital plan takes into consideration these expectations and all that the DOE has faced in the past few years and what lies ahead. The Plan is not expected to be a static document; rather it has been prepared to look forward over the next five years. It will be updated as significant events and accomplishments occur and new major requirements are added. The Plan establishes a systematic, Department-wide approach to human capital management and aligns it with the Energy's mission, vision, and goals. It describes key human capital challenges and issues impacting on the Energy's ability to achieve its core responsibilities. These challenges are:

- Increased Administration and Congressional pressure for performance and results.
- More diversity in our customer base. Specifically, more non-English speaking customers or use English as a second language.
- Increased private sector competition for knowledge workers such as scientists and engineers.
- Skills imbalances and lack of depth in critical competencies exist in certain occupations and/or geographic locations.
- Loss of institutional knowledge due to increased workforce retirement eligibility.
- Lack of a single Leadership framework and philosophy across the Department.

Taken together, these factors make it clear that DOE faces a very demanding human capital environment and needs Department wide guidance to better focus and integrate its human capital efforts in order to meet the challenges. We have embraced the following strategic outcomes, which are structured around four overarching strategic human capital management themes, for managing human capital across the DOE:

- **Leadership:** DOE will ensure it has leaders who effectively manage people by being able to inspire, motivate, and guide others towards mission goals; mentor and challenge the workforce, demonstrate high standards of honesty, trust, openness, and respect, and sustain a learning environment that drives continuous improvement in performance.
- **Talent:** DOE will ensure it has the needed talent (competencies) especially in mission-critical occupations in the current and future workforce. This will be accomplished through short and long-term strategies and targeted investments that will close any competency gaps or deficiencies by attracting, acquiring, and retaining a quality workforce.
- **Performance Culture:** DOE will ensure that it has a diverse, results-oriented, high-performing workforce and compensation and performance management systems that effectively differentiates between high and low performance and links individual, team, and unit performance to organizational goals and desired results. It will foster a climate of inclusiveness where all employees are valued, treated fairly and with respect, and they feel empowered to make meaningful, relevant, and fulfilling contributions.

- **Workforce Planning, Analysis, and Integration of information.** DOE will ensure that human capital needs are considered during the annual programmatic planning and budgeting cycles. Decisions involving human capital management will be routinely supported by complete, valid, and reliable data. Sophisticated transition strategies will be used to minimize the adverse impact on employees when reorganization, realignment, or workforce reshaping efforts are undertaken. The overall performance of DOE's human capital will be evaluated by a few vital measures that provide a composite picture of human capital performance, spotlight areas for attention before crises develop, and identify opportunities for improving performance.

The Plan clearly recognizes that the critical human capital management challenges DOE will face from a corporate standpoint over the next five years are:

- **Getting the Right People with the Right Skills and Knowledge in the Right Jobs.** To do this, the DOE will develop and institutionalize the ability to continuously replenish its workforce without compromising its high employment standards. This means marketing the DOE as an "employer of choice" in key external labor markets. DOE must be able to (1) accurately forecast future HR requirements, (2) aggressively market the DOE as an "employer of choice", and (3) rapidly assess and appoint high quality candidates at all levels of the organization. Specifically, DOE will:
  - Sustain an aggressive college recruiting effort. Strengthen and extend partnerships with key colleges and universities for the talent we need. Continue to seek ways to be seen as an employer of choice for talented college and university graduates to include expanding benefit packages such as recruitment incentives and student loan repayment. Continue to explore the mid career market to get the best and brightest to join our organization. Establish a relationship management concept throughout the recruitment cycle for all potential candidates.
  - Continue to develop and implement streamlined and innovative hiring and staffing processes. Expand the use of category ratings to help streamline the evaluation process, and start the use of simulations to assess job applicants to ensure we are getting the quality candidates to fill our vacancies. DOE will consider introducing a targeted phased retirement program to induce employees in critical leadership positions or difficult-to-fill jobs to extend their association with the DOE pending approval of the OPM legislation.
  - Leverage the Internet for recruiting and expand and upgrade our automation efforts. This includes the implementation of an Internet-based tool that further automates the hiring process and allows for web-based assessment of job applications.
  - Continue aggressive senior-level recruiting efforts to recruit senior managers and senior executives. We will look at using executive search firms for assistance in filling critical career positions.
  - Build upon what we have learned and increase our capacity to continuously align workforce competencies with changing business priorities to assure maximum performance. As in the past, we will focus on putting the right people in the right jobs while minimizing the stress of change.
- **Results Oriented Performance Culture.** The DOE has begun to place great emphasis on linking pay with performance rather than on the passage of time for our employees. Our future pay-for-performance efforts will be based on the philosophy that "The Higher the Performance, the Higher the Pay, the Higher the Expectations." This will allow DOE's best performers to clearly be rewarded more than before for their contributions.

- **Look at ways to enhance the Leadership Environment.** The essential ingredients for leadership in the DOE include vision, technical credibility, commitment, persistence, communication, and accountability. DOE will continue to place greater emphasis on leadership selection, development, and performance in order to create a world-class leadership cadre that is diverse, inclusive, and effective. We will continue to strive to maximize opportunities for professional growth of DOE leaders and find ways to share their practical experience with those who will follow in their footsteps. Specifically, DOE will improve the quality and effectiveness of leadership training and development by employing a comprehensive set of performance indicators relating to front-line manager, senior manager, and executive leadership development activities. Factors to be taken into account include instructor effectiveness, cost, curriculum usefulness, timeliness, student satisfaction, and enhanced job proficiency.
- **New Technologies Impacting Human Capital Delivery:** DOE will continue to reengineer human capital business practices and processes to identify new automated system capabilities that will improve the quality, timeliness, and cost-effectiveness of DOE's and provide information to managers and employees. Specifically, DOE will:
  - With our Learning Management System (LMS), we will greatly improve the amount of information available to DOE managers about employees' organizational training needs. The LMS will allow the DOE to more closely link training to competencies and to employees' career plans. Managers will be able to use competency-based skills assessments and "gap" analyses to design customized training plans to meet their organizational and employee needs.
  - Look at ways to evaluate the methodology that measures how much time it takes to build a critical mass of skills in key occupations. This tool will give business units the much needed ability to gauge how quickly their key human capital talent needs are being addressed.
  - Continue efforts to develop an enterprise e-learning strategy to shift from a classroom-based to a technology-enabled learning environment by partnering with OPM to leverage the use of the *Go Learn* initiative to increase the efficiency and effectiveness of training activities.
  - Continue improvement efforts with *QuickHire* – to interface with CHRIS and a variety of automated systems. *QuickHire* will be converted to a full web-based system that enhances its capability, meets DOE security requirements, and facilitates its implementation.
  - Leverage other technology solutions to expand functional capabilities and improve customer DOE and product quality. This effort includes: performance support tools, new or enhanced automated management systems ranging from workforce planning, performance management, and employee/labor relations tools.
  - Establish an e-learning content design, development and conversion system that is a centralized program that manages DOE-wide e-learning design, development and conversion. This will enable the continued development of learning solutions that promote content reuse across our business organization. Additionally, it enables cost containment through the use of standard templates for course development or COTS products.
- **Human Capital DOE Structure.** DOE's efforts to successfully achieve its human capital goals and ensure a more systematic, in-depth, integrated and continuous effort will be dependent on periodically assessing progress towards our established System for Accountability framework. A hierarchy of metrics and measurements will be used to enable an assessment of program performance and spotlight areas of concern before

they develop into crises. At the Corporate level, a set of critical few measures will be used to provide the information on human capital performance that the DOE senior management team and external stakeholders cares most about. These measurement systems will serve as the primary basis for satisfying external reporting requirements to include those under the President's Management Agenda and those required by the OPM. (Refer to *System for Human Capital Accountability Strategy*).

The strong human capital management approach outlined in this Plan will move DOE to a true "human capital organization" that focuses on valuing employees as a means to improve the energy, security, scientific discovery, nuclear security, environmental responsibility and management excellence.

### I. Introduction

The Department of Energy (DOE) continues the process of change that will lead to its true and lasting transformation to a modern organization with improved services to customers. There remains, however, a lot more to do and our ultimate success depends on such things as solid leadership, sound planning, adequate resources, and a commitment to improved DOE—among others. This management challenge is great and requires human capital management strategies that are up to the task.

From our point of view, we have become a Federal Government leader in human capital management and have taken many steps to modernize our human capital policies and practices to help the Energy's leaders and managers to better manage their most important asset—their people. We have built this Plan on the belief that an organization's people defines its character, affects its capacity to perform, and represents the essential knowledge-base of the organization. This mandate has now been reinforced by the initiatives outlined in the President's Management Agenda and our response to those initiatives, which underscore the importance of our Strategic Management of Human Capital to organizational performance and the commitment of the Human Capital's staff across the Department.

This strategic human capital plan takes into consideration these expectations and all that the DOE has faced in the past few years and what lies ahead. The Plan is not expected to be a static document; rather it has been prepared to look forward over the next five years. It will be updated as significant events and accomplishments occur and new major requirements are added. The Plan establishes a systematic, Department wide approach to human capital management and aligns it with the Energy's vision, goals, and mission. It describes key human capital challenges and issues impacting on the Energy's ability to achieve its core responsibilities. Associated priorities, strategies, and initiatives are also described that focus on getting the right people with the right skills and experience in the right place, at the right time, to face the Energy's significant mission challenges.

A stronger human capital management approach is the right thing to do because the realization of the DOE' vision and mission depends on its people. This Plan is intended to be useful and responsive to the short-term, as well as long-term, human capital challenges within the DOE. It is intended to create a true "human capital organization" that focuses on valuing employees and aligning "people policies and practices" to support the organization's performance goals. It will serve as a roadmap for DOE business units that, when followed, will enable them to maximize their human capital contributions. The Plan requires the commitment of the entire DOE organization with DOE senior leadership playing the key role in human capital management since they are responsible and accountable for managing the workforce efficiently and effectively on a day-to-day basis.



## **II. Human Capital Management Vision, Mission, Values and Definition**

The Office of Human Capital Management (HR) provides leadership to the Department of Energy on the impact and use of policies, proposals, programs, and partnership agreements/relationships related to all aspects of Human Capital Management (HCM). Within the framework of the HR organization, HCM is an integrated approach that links human resources, training/development and diversity. Develops, deploys and assesses a full range of short and long term HCM solutions, policies and programs and pro-actively seeks additional solutions and approaches to serve the needs of the Department. Advances and supports DOE's mission accomplishment by creating and implementing solutions that address workforce issues in the areas of recruiting, hiring, motivating, succession planning, competency development, training and learning, retention and diversity. The office provides leadership and direction in dealings with Office of Personnel Management (OPM), General Accounting Office (GAO), Merit Systems Protection Board (MSPB), Federal Labor Relations Authority (FLRA) Office of Management and Budget (OMB), and other Federal/non-Federal organizations relative to human capital programs and policies.

### ***Office of the Director***

This office leads the Department's human capital management policies, programs and solutions and provides direction and administrative oversight of all HCM functions and responsibilities.

#### ***Functions:***

- Oversee and coordinate the Office of Human Capital Management's commitments to the DOE Strategic Plan, and other DOE-wide performance based initiatives including the Department's Annual Performance Plan as well as Presidential and other key HCM initiatives.
- Serve as the Department's principal HCM expert and advisor.
- Serve as Human Resources Advisor on matters relating to competitive sourcing.
- As the Office of Management and Budget Evaluation Agent serves as, or designates, the Executive Secretary for the Federal Technical Capability Program Panel.
- Serve as the central focus for cutting-edge HCM research and initiatives related to competency development; change management; career development and management; communications; marketing; and benchmarking and liaisons with public/private/non-profits/academia in these areas.
- Oversee all administrative and business functions for the organization, including internal measuring/tracking.

### ***Office of Strategic Planning and Vision***

This organization supports the program objectives and missions of all Departmental components by (1) developing Department-level human resources and training/development policies, (2) developing HCM strategies that provide the direction and structure for Departmental HCM programs, (3) developing HCM legislative proposals and (4) supplying HCM policy advice and guidance within the Department. Strategic directions are influenced by an analysis of

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## Human Capital Management Mission, Vision, Values, and Definition

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budget and workforce projections and plans, congressional mandates, administration goals, Departmental priorities and mission needs. HCM strategies, policy, programs and plans are developed and assessed for overall success and compliance with merit system principals, civil service laws and regulations, and Departmental HCM directives. This office is the primary representative body for the Department when coordinating with the OPM, OMB, GAO, and other Federal and non-Federal customers and organizations in connection with human resources and HCM areas of responsibility.

### ***Functions:***

- Provide a full range of staff support to the Chief Human Capital Officer (CHCO) including support required for internal and external responsibilities. Develop and revise the agency HCM strategy in support of the overall departmental strategic plan.
- Seek out, influence and translate legislative and regulatory direction into Departmental strategies, policies and programs to address DOE human capital needs. Research and develop Departmental directives and associated issuances addressing all aspects of a comprehensive human capital management program.
- Provide policy support to Departmental HCM Boards and Councils (i.e., Executive Resources Board, Staffing Review Board, Performance Review Board, Labor Management Council, etc.)
- Develop, identify, and coordinate policies, standards and guidance that provide the structure for Departmental training and development programs.
- Develop business intelligence, demographic and trend analyses in support of corporate workforce planning and in response to requests from within the Department and from external oversight agencies.
- Analyze and evaluate workforce plans, employment trends, budget development and implementation, Departmental studies and human capital assessment systems. Develop staffing targets and track staffing management throughout the Department to identify needs for new or changing policies, programs and strategies.
- Provide advice and staff assistance on major corporate restructuring proposals. Review proposed organization changes and advise senior Departmental management regarding organizational issues and impacts. Maintain Departmental organization charts and mission and function statements.
- Review and comment on draft testimony for Congressional hearings related to assigned HCM areas.

### ***Office of Innovations and Solutions***

This organization carries out the “life cycle” of workforce programs and initiatives that includes (1) developing innovative, customer-focused HCM programs, strategies and solutions to address workforce needs across the complex, (2) managing and integrating all HCM technology innovation initiatives/systems and HCM business solutions and (3) providing HCM consultative support, analysis and advice to Departmental organizations in the development and execution of their strategic human capital management plans. This position manages the full range of workforce, learning and performance enhancing programs associated with HCM such as corporate recruiting, workforce development, organizational development, talent capacity, diversity outreach, technology innovations, and HCM business solutions. This position also serves as the Department’s Chief Learning Officer (CLO). Manages the research and analysis of data and other information that support the development of effective, efficient workforce and

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## Human Capital Management Mission, Vision, Values, and Definition

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learning programs tied to DOE mission goals and objectives. The Office is the primary representative body for the Department in dealings with OPM, OMB, GAO and other Federal and non-Federal contacts in connection with these assigned functional areas.

### ***Functions:***

- Interpret and apply Departmental strategies and policies to address DOE human capital and workforce development needs. Design, develop, market and manage Departmental programs to address all aspects of a comprehensive HCM program.
- Apply organizational workforce plans and demographics, employment trends, budget projections and other human capital assessment tools to identify strategic corporate HCM programs to address workforce needs.
- Provide customized organizational development and workforce analysis to all Departmental elements.
- As CLO, and working through Enterprise Training Services develops, coordinates, and administers Departmental training programs that address workforce skills needs and improve workforce performance.
- Provides Department-wide direction to develop and foster the use of programs and technologies for gathering, sharing and transferring knowledge to optimize business performance.
- Provide integrated customized analysis and support to organizations that are designed to support strategic mission and program goals by anticipating requirements against current and projected workforce demographics and result in the development of short and long range organizational implementation plans.
- Provide leadership and coordination on behalf of the Department of internal and external collaborative marketing efforts with colleges and universities, professional associations/organizations and interest groups as well as local, state and Federal government entities to address the performance and talent needs of the Department.
- Develop and establish corporate recruitment and outreach strategies, programs, tools, and innovations that address workforce plans, demographics, and diversity.
- Provide a corporate approach for designing, executing, managing and assessing a comprehensive Department-wide learning and career development programs.
- Identify, develop, maintain, operate and integrate technology initiatives and systems that serve DOE employees. Develop and enhance HCM e-government objectives, including workforce planning/management, knowledge management, performance management, e-learning, human resources information systems, employee self-service systems, and other technology that integrates with Departmental automated systems and enterprise architecture.
- Review and analyze draft legislation and testimony for Congressional hearings related to assigned human capital management programs.

### ***Office of HR Services***

This organization provides a full range of human capital operational, employee work life programs, workforce service delivery, and day-to-day operational support for Headquarters in the competitive, excepted and senior executive services and for political and presidential appointees and senior executives in Headquarters and the field.

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## Human Capital Management Mission, Vision, Values, and Definition

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### **Functions:**

- Deliver employment operational and advisory services, including position management, recruitment, staffing and classification, reduction in force in Headquarters. Provide operational and advisory support for competitive sourcing initiatives and impacted serviced population.
- Provide labor/employee management relations advisory services to Headquarters staff, including union negotiations, adverse actions, grievances, and performance management. Represent management in third party situations or union negotiations.
- Provide operational and advisory executive resources services to headquarters and field components, including political appointees, transition support and the full range of human resources support to the immediate Office of the Secretary. Provide operational support to the Departmental Executive Resources and Performance Review Boards.
- Administer the Senior Executive Service (SES) and DOE Headquarters' performance management systems and recognition/awards programs.
- Provide work life information, referral and support services to Headquarters employees covering such areas as child care, elder care, employee assistance programs, health and wellness, career transition and programs for the accessibility of Departmental services for people with disabilities.
- Develop and implement the Departmental substance abuse program.
- Deliver a range of human resources personnel processing functions, including processing actions, Official Personnel File (OPF) maintenance, security clearances, and payroll interface.

The above mission, and overall themes form the foundation of the DOE Strategic Plan (Fiscal Years 2006-2011). It explicitly incorporates HCM as a major strategy for accomplishing the DOE mission and recognizes it as the **key enabler** for achieving all DOE goals and strategies. **A major strategy under the DOE Strategic Plan (Strategic Goal 5.3) "Human Capital: Attract, acquire, develop and retain a highly qualified and motivated workforce to support the Department's mission and avoid any potential skill gaps that could develop from an aging workforce. Ensure that right people are in the right positions with the right skills. Foster a culture of inclusion and respect which values embraces, and promote diversity within the Department,"** which acknowledges that DOE will only be successful if it places human capital at the center of its efforts to provide the technological, scientific, policy, and institutional leadership/employees to ensure the Nation has a reliable, clean and affordable supply of energy for our country. This Plan aligns and links with the major strategies set forth in the DOE Strategic Plan and describes in greater detail DOE's human capital challenges and the planned short – and long-term strategies and actions to accommodate the Energy's business circumstances not only as they are today but as they will unfold in the future. (Refer to Appendix E, *Human Capital Survey Responses and Questionnaire*).

Both the DOE Strategic Plan and the accompanying Strategic Human Capital Plan clearly recognize that how well DOE meets its mission, goals, and guiding principles depend on its workers. Simply stated, it is the role of strategic HCM is to get the right people in the right jobs with the right skills at the right time leading to more efficient, effective and productive results oriented performance. To fulfill this mandate, the following concepts, vision, and values have been established for strategic HCM within the DOE.

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## Human Capital Management Mission, Vision, Values, and Definition

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**Human Capital Definition:** HCM at Department of Energy is a visionary leadership approach to human capital solutions to maximize the capabilities and commitment of its key assets - its people through partnering with our stakeholders to ensuring that we have the right people in the right place at the to efficiently and effectively meet and exceed the five strategic themes in our DOE Strategic Plan.

**Human Capital Organizations:** These are organizations that focus on valuing employees and aligning their “people policies and practices” to support organizational performance goals. These efforts include performance-based management and involve strategic planning, results-oriented goal setting, and performance measurement tools as means to improve the workforce’s efficiency, and effectiveness.

**DOE Human Capital Vision:** Creating a unique partnership to Human Capital issues that is linked to Business Success and Results. Ensuring the DOE workforce is up to the challenges of the 21<sup>st</sup> Century by attracting, motivating, and retaining the best possible workers to do the best job possible.

**DOE Human Capital Values:** We recognize that the Energy’s greatest strength is its workforce, a team of highly-qualified individuals that is representative of America’s diversity, and we are committed to fostering a workforce culture of trust, respect, teamwork, communication, creativity, equal opportunity, and high performance and accountability.

### III. Human Capital Strategic Assessment Environment

The purpose of the Human Capital Strategic Assessment Report is to provide key insights into the trends, issues and problems related to the management of our human capital. Many organizations are or will be experiencing a leadership crisis as the Baby Boomers become eligible to retire or retire. According to Department of Labor, by 2010, the US will have 10 million more jobs than skilled workers to fill them and it demonstrated the urgency in which organization needs to have an integrated human resources strategy to get the best and brightest person, in the right place at the right time. It is imperative that we develop programs and strategies to help align and deploy the workforce so that it best achieves our business goals in the federal workforce but also set standards for the contractor workforce as well. This assessment will identify DOE-wide trends, issues and problems and the recommended programs and strategies to address them. The DOE has a unique place among Federal agencies. Our mission is ***advancing the national, economic and energy security of the United States; to promote scientific and technological innovation in support of the mission; and to ensure the environmental cleanup of the national nuclear weapons complex.***

We touch the lives of every American citizen, and each of them, including our own families, friends and neighbors through this unique role and responsibility. Our citizens demand the very best in this regard (they have every right to do so), and in many respects the DOE's ability to live up to those high standards depends upon us, the Office Human Capital Management.

#### **Customer Base**

The customer base is the DOE including business elements, and senior leadership. Human capital ensures coordination and visibility of agency-wide human capital issues through its leadership of the Human Capital Coalition (HCC), which are composed of senior representatives of all most DOE components and many other meetings/groups on focused issues around our PEOPLE.

#### **External Environment**

Key human capital considerations from our external environment assessment include the following:

- President's Management Agenda (PMA) calls for a Government that is citizen-centered, not bureaucracy-centered, results-oriented and market-based, actively promoting rather than stifling innovation through competition. Notably, President Bush identifies the ***strategic management of human capital*** as one of five priority efforts required to implement his reform plan.
- Most of our mission-critical categories positions are among the most in demand in the external job market. In this regard, retention and eventual replacement of employees in these categories will be adversely affected by: (1) a hyper-competitive external labor market, particularly for degreed candidates of the sort DOE must employ; (2) the less than positive image of the Federal government, as an "employer of choice"; (3) continued statutory constraints on our ability to compete on a dollar-for-dollar basis for prime employment candidates; (4) a more portable retirement system for new-hires that will allow them more employment mobility; and (5) emerging career patterns/studies that

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## Human Capital Strategic Challenges and Strategies

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indicate frequent job changes over the course of a 25-year work-life span - in other words, candidates are no longer looking for a career with a single organization but experiences.

- Federal employees retired at a lower than expected rate in Fiscal Years (FY) 2001 to 2004. A trend of postponing retirement will result in a more sudden and dramatic loss of institutional knowledge when the inevitable retirements occur. Several factors are likely contributors to lower retirement rates (information source: OPM). First are the economy and its impact on: the stock market, retirement portfolios, Thrift Savings Plan investments, and private sector job opportunities. A second factor is that Americans are living longer therefore working longer before retiring. A third factor is the propensity to wait for a government buyout.
- Increasing administration and congressional pressure for performance and business results.
- More diversity in our nation, specifically, more customers who are non-English speaking or speak English as a second language.
- A stable labor market, but one composed of more minority job entrants and more college graduates. However, recent studies suggest issues about the lack of skills college graduates have to performing complex literacy tasks.
- Increased private sector competition for knowledge workers such as engineers and scientists.
- More virtual transactions and records demands in our business environment.
- Higher participation rate of over the age of 55 for positions.
- Greater expectations for individualized service overall from American public.
- Job entrants with different expectations. Specifically, job entrants would be more demanding of a situation that meets their individual desires and expectations. In addition, we anticipated that job entrants would be more mobile-ready to move between jobs and even organizations to enhance career development and individual employability.

In sum, our external assessment makes it clear that the DOE faces a very challenging external human capital environment. This environment is characterized by greater complexity of our work, more pressure for improved, individualized service and performance, competition for knowledge workers, and job entrants with different career expectations. To be effective, our human capital strategy must address each of these factors along with those key factors from our internal environment.

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## Human Capital Strategic Challenges and Strategies

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### Internal Environment

Key human capital considerations from our internal environment included the following:

- Loss of institutional knowledge is an increasing concern due to increased retirement eligibility;
- Increasing internal generation gaps as new employees enter;
- Cross-business elements career paths still uncertain;
- Knowledge/education deficits, especially in key discipline for our mission critical occupations; and
- The size and skill composition of the workforce will continue to change while its members are becoming increasingly diverse.
- Expectations for quick solutions to our nation. Energy concerns are requiring a new look at alternative energy sources.
- Leadership competencies gaps to address leading a diverse generational workforce for business results.

### Summary of Organizational Unit Input

Individual organizational unit input to this assessment is contained in Appendix E, *Human Capital Survey Responses and Questionnaire*. Below is a summary of the Business Elements responses to the Human Capital Survey.

- Recruit and retain mission critical positions and recruit and develop leadership
- Capacity to attract and accommodate new and existing employees
- Facing a human capital crisis associated with the aging workforce and projected high retirement rates. Even more critical is attracting a talented workforce, which has the skills to meet future requirements. An additional recruitment challenge will be to attract employees whose skills match current needs, and are adaptable to rapidly changing mission critical skills. A major management challenge will be to develop strategies to close skill gaps quickly. The productivity of our employees and their collective ability to deliver quality service is critical to the successful accomplishment of our goals.
- Lack of more integrated solutions and products to resolving DOE wide challenges in workforce planning, recruitment, retention, career paths, leadership development, succession planning, etc.

In addition to the internal and external environmental factors touching on the Energy's HCM program, the Administration's emphasis on, and Congressional interest in, HCM practices have also influenced this Plan. Specifically:

- **Government Performance and Results Act of 1993.** The Government Performance and Results Act (GPRA) requires Federal agencies to pursue performance-based management, including strategic planning, results-oriented goal setting, and performance measurement to transform the culture of government agencies to highly-effective, performance-based organizations. GPRA expects agencies to tailor their human capital systems to their specific mission and strategic goals and requires them to address their human capital goals, deficiencies, and results when submitting required plans and reports.



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## Human Capital Strategic Challenges and Strategies

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- **PMA.** The PMA announced in the summer of 2001 reflects a strategy for improving the management and performance of the Federal Government, making it more citizen-centered and results-oriented. The PMA is a catalyst for significant change in the Government by requiring a comprehensive effort to focus on improvement of each agency's performance. It presents five Government-wide initiatives to accomplish the transformation of Federal agencies to a performance culture. They are: Strategic Management of Human Capital, which is at the top of the agenda, Competitive Sourcing, Improved Financial Performance, Expanded Electronic Government, and Budget and Performance Integration. The Government-wide reform initiatives outlined in the PMA have potentially far-reaching impact on the way DOE works. The common theme is performance measurement and results-oriented management as a way of life that defines the culture of the Federal DOE. The DOE must assure that the PMA expectations are implemented within the DOE in a well-planned, consistent, and coordinated manner.
- **Congressional Interest.** Both House and Senate Federal Government Oversight committees and individual members of Congress have sponsored legislation to enhance the ability of the Federal agencies and their workforces to perform more efficiently and effectively in serving the needs of the American people. The December 2000 "Report to the President: The Crisis in Human Capital," for example, highlights concern and support for efforts to strengthen the workforce. The GAO has also added strategic HCM to its list of Federal programs and operations identified as at high risk. The passage of the Homeland Security Act of 2002 provided new human capital authorities and incentives to that Department in order to help them better integrate and manage their dissimilar workforces. That Act also included a number of new Government-wide personnel flexibilities to help agencies to better manage their workforces.
- **Human Capital-Related Standards and Tools.** A number of Government-wide standards and diagnostic tools have been developed to assist Federal agencies to better manage their human capital assets and achieve compliance with the PMA. We have taken these standards and tools into consideration in developing this Plan, which include:
  - **OPM/OMB Standards for Success.** OPM and OMB devised a "scorecard" and accompanying standards for success by which Federal agencies are assessed on current status in - and plans for - implementing the PMA initiatives. The scorecard for HCM incorporates a wide range of factors that include best practices of the private sector and focuses on key human capital dimensions such as strategic alignment, workforce planning and deployment, talent, leadership and knowledge management, results-oriented performance culture, and accountability.
  - **OMB's "Proud to Be" Initiative.** In April 2003, OMB asked all Federal Departments to assess where they would be on July 1, 2004 regarding the five PMA initiatives. In general, OMB has developed a set of goals for each of the PMA initiatives and has asked agencies to address the degree (generally in the form of a percentage) they believe they can achieve those goals on a quarterly basis. The quarterly human capital assessment's include responses in relation to the following:
    - Strategic plan linkage of human capital strategies to the agency's mission and goals.
    - Organizational restructuring as appropriate to provide optimal DOE at lowest cost and respond to changing business needs; strategies include redeployment, delayering, competitive sourcing, and E-Gov.
    - Continuity of leadership and knowledge is assured through succession planning and professional development.

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- Performance appraisals for SES and managers are linked to agency mission and are cascaded appropriately throughout more than 60% of the agency.
- If the workforce is diverse, including mission critical occupations and leadership and the agency consistently measures and works to sustain diversity.
- Whether current and future skill gaps in mission critical occupations are identified and reduced.
- The extent the human capital program is guided by measurable outcomes.

Sophisticated transition strategies will be used to help our employees adapt to changes and to minimize the adverse impact on them without creating a detrimental affect on DOE levels and quality when reorganization, realignment, or workforce reshaping efforts are undertaken. The overall performance of DOE's human capital will be evaluated by a few vital measures that provide a composite picture of human capital performance, spotlight areas for attention before crises develop, and identify opportunities for improving performance.

### **Response to Human Capital Strategies In 2004 Strategic Plan**

#### ***Strategy 1, Strategic Alignment***

**DOE Definition.** To institute a practice of systematic human capital management that aligns with the DOE and DOE Element Plan and to integrate human capital planning and management with the Planning, Programming, Budget and Evaluation (PPBE) process.

#### **Summary of Strategic Alignment Ongoing Activities**

- Human Capital Coalition (HCC)
  - Description: The HCC task force for HCM was formed to determine strategies and initiatives for meeting human capital goals and objectives through a "One HR" concept (interrelationship between HR and program offices).
  - Outcomes: HCC and DOE management council are continuing to build partnerships around human capital issues.
- Restructuring
  - Description: To best utilize HCM initiatives to accomplish the missions of the four business lines (defense, science, energy, and environment).
  - Outcomes: We have reduced the number of managers, management layers, consolidated business functions, and employed other cost saving efforts; such as utilizing VSIPs (buyouts) and VERAs (early outs) to replace outdated skills with newly needed skills. Improved organizational efficiency and effectiveness have resulted.
- Human Capital Management Improvement Program (HCMIP)
  - Description: The HCMIP includes a web-based questionnaire intended to facilitate information-sharing among HCM resources across the Department.
  - Outcomes: The data is used to benchmark human capital efforts within the Department and external to the Department to ensure that our goals are adjusted, resources/re-aligned, and reported on to ensure that business plans are accomplished.

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### Significant Accomplishments:

- DOE's Human Capital Management Strategic Plan (HCMSP) continues to provide actions and milestones on implementing the PMA initiative on the Strategic Management of Human Capital.
- DOE's Office of Human Capital Management participates in monthly OPM Chief Human Capital Officers (CHCO) Council meetings and other inter-governmental forums and work groups to share ideas.
- DOE Management Council continues to meet monthly and address PMA implementation as well as the state of human capital management within DOE.
- DOE CHCO, the Executive Steering Committee (XHCC) of the HCC participates in the annual development of "Proud-To-Be documents and continue to develop and implement plans designed to enhance human capital efforts within DOE.
- Staff members of the Office of Human Capital Management review DOE's program office budget submissions as a part of the Corporate Review Budget process, to ensure they contained the appropriate linkages to HCM activities and processes in keeping with Departmentally established procedures.
- DOE continues to be an active participant in the OPM/OMB HR Lines of Business initiative.
- DOE Performance and Accountability Plans and the DOE Budget include strategic human capital initiatives and measures.

### ***Strategy 2, Workforce Planning and Deployment***

**DOE Definition:** To ensure that workforce recruitment, retention, and redeployment decisions across the Department are based on mission needs and customer expectations and to close the skill gaps now and in the future.

### **Summary of Workforce Planning and Deployment Activities:**

- Workforce Plans
  - Description: Our workforce plans continue to address skill gaps and attrition factors; including preparing for the predicted exodus of retirement-eligible executives and employees.
  - Outcomes: We continue to work towards long-term objectives for effective and efficient workforce planning and deployment; Human capital managers have worked with DOE elements to assist in the development of competencies for critical and non-critical skills; DOE Elements' workforce plans have strengthened and identified current and projected skill gaps and associated strategies for closing the gaps and reduce those gaps overall.
- Technical Qualification Program (TQP)
  - Description: To develop and maintain a technically competent workforce to accomplish agency mission in a safe and efficient manner.
  - Outcome: We continue to meet or exceed our goal that 80% of the participants in the TQP program are fully qualified at any given time.
- Employee Self Service (ESS) Skills Assessment Tool
  - Description: A web-based skills assessment tool was developed and deployed to identify skills gaps of the existing workforce.
  - Outcomes: On-going skills assessments are conducted throughout the Department to identify skills gaps and training needed to bridge those gaps.

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### Significant Accomplishments:

- The Office of Human Capital Management continues to provide assistance to DOE organizations in reorganizing/restructuring and achieving their business visions and associated workforce plans.
- NNSA's human resources function has improved overall organizational efficiency and effectiveness by removing layers of management, locating NNSA support and oversight closer to the laboratories and plants by strengthening site offices, and consolidating support functions into a single service center. In addition, NNSA's delayering efforts have resulted in a decrease in the supervisor/manager to employee ratio.
- The Department's Federal staffing levels continue to decrease as it restructures and streamlines in support of the PMA. The Department's staffing trend is expected to be down .8% in FY 2006, as compared to the FY 2005 enacted level.
- The numbers of GS-14s and 15s in DOE have been reduced by 9.3% since 2001.
- DOE's efforts to restructure and delayer have resulted in a reduction of SES personnel to 395 from 408 as reported in 2004. NNSA, Energy Efficiency, Environmental Management and Science continued to make progress in implementing their restructuring plans. NNSA has achieved more than 90% of its staffing reduction targets and will complete consolidating operations into the NNSA Service Center by Q4. The "OneSC" restructuring package has been approved by the Secretary eliminating layers between HQ and the Field.
- The Office of Environmental Management (EM) "closure cadre" (a group of skilled employees possessing expertise in managing closure site requirements) has been established to facilitate the closure of the various EM sites, both now and in the future, in accordance with EM accelerated site performance plans. EM also established its Consolidated Business Center to provide infrastructure support to its closure sites and its small sites. This center is located in Cincinnati, Ohio.
- RW has implemented its reorganization of the Office of Repository Development (ORD), which aligned the Office of Quality Assurance therein. This change in the reporting relationship provides the OCRWM Deputy Director, ORD the authority to manage the quality assurance functions as we prepare to submit our License Application to the U.S. Nuclear Regulatory Commission. This reorganization resulted in a more streamlined span of control for the organization.
- DOE continued to implement actions included in the DOE 5-Year Workforce Restructuring Plan.
- The Office of Human Capital Management continues to work with DOE organizations on their workforce plans/strategies to address needed restructuring as well as mission critical skill gaps. The use of targets hiring, training, buyouts, early outs, competitive sourcing, and other tools continue to be employed as needed to help achieve these visions. Revised guidance is distributed during Q3 each year to assist in better aligning these plans to the goals of the Department's Proud-To-Be activities.
- The results of the HR Training A-76 Study, including planning for the implementation of the Training Residual Organization (RO) and MEO implementation will continue as soon as resources permit.
- The A-76 Headquarters Logistic study was completed. A private firm was awarded the contract and is implementing the results.
- DOE has implemented detailed plans for addressing competency and skills needs issues associated with improving project and contract management across the Department.

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Actions will continue to be accelerated with the implementation of a cross-cutting team whose primary objective is to refine requirements and ensure DOE certification/training programs achieve the desired results.

- A web-based Skills Assessment tool was developed, deployed, and updated to address lessons learned and feedback from DOE HQs and Field organizations, include a DOE organizational baseline for each competency, as well as making the tool a more effective and efficient instrument to better able to meets the needs of the program offices and DOE employees.
- Internal PMA HCM scores were provided to Offices for their internal scorecards with guidance on how to improve and get to “Green.” Internal DOE Scorecards will be provided to organizations on a quarterly basis and scores forwarded to the DOE Deputy Secretary.
- Completed actions included: assessment of automated classification system pilot for DOE-wide use; completed development of reports for the Skills Assessment process; and improve workflow by adding ability to include documents with the action requested. Continued Employee Self-Service (ESS) improvements: implemented an automated FEHB Open Season change process, completed, and publicized a Calendar 2004 TSP (spell out) Catch-up contributions process; completed development and testing of Standards of Conduct (Financial Statements) tracking system; coordinated the procurement of the automated position classification system for HQ and NNSA. In Q2, planned actions include: assess automated classification system pilot for DOE-wide use; complete development of reports for the Skills Assessment process; automate SF-50 process; and improve workflow by adding ability to include documents with the action requested. Seventy-five percent of transactions for processes available in ESS electronically rather than manually which meets the goal established for the fiscal year

Nine organizations were granted buyout authority and 7 organizations were granted early out authority under the government-wide provisions of the Homeland Security Act. Two additional organizations are waiting for approval. These flexibilities provide management with the tools for restructuring activities by targeting positions that are excess or can be eliminated and by providing an avenue to achieve proper skills mix and rightsizing the workforce through FY 2005.

### ***Strategy 3, Leadership and Diversity***

DOE Definition: To guarantee that DOE elements plan for continuity of leadership and with a cadre of leaders who effectively champion change, ethnical behavior, and diversity management. Further, to ensure that DOE employees embody the face of America across all skills and grades.

#### **Summary of Leadership and Diversity Activities:**

- Succession Planning
  - Description: We continue to address the overall aging of the Federal workforce, the depletion of leadership skills, and the need to address serious skill gaps as a result of the attrition and/or new workforce needs driven by technology.
  - Outcomes: Departmental Elements are working to develop succession plans with strategies for career development and ensuring a diverse workforce exists at all grade levels; use of the quarterly internal scorecard as a guide for continuing improvements

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in succession planning, career development, and diversity improvement; use gap analysis to develop action plans

- Professional/Career Development (acquisition, project management and IT career development programs).
  - Description: The challenge has been to ensure that Program Managers are properly trained to manage multiple projects, sites, facilities, or information technology portfolios.
  - Outcomes: We have started to institutionalize programs through secured funding so that more employees may participate or, if unable to secure funding, find more creative strategies for developing the future leaders; obtain solid financial corporate structure for utilizing the administrative flexibilities available to DOE (i.e., development of level 2 and 3 certifications).
  
- Diversity
  - Description: Facilitate employees' transitions to new opportunities; address the imbalance of women, minorities, and persons with disabilities in senior level, executive, and technical positions; improve diversity representation to address the disparity of under representation of minorities, women, and people with disabilities.
  - Outcomes: We have developed corporate recruitment strategies to target diverse institutions; devise measures to close disparity; skill gaps will be closed; use of corporate retention strategies, career development, and training; assessment of employed improvements for applicability, efficiency, and effectiveness.

### **Significant Accomplishments:**

- An OAS Action Plan was developed by a sub group of the DOE Management Council to address challenges under "Communications and Training and Career Development." The Plan was approved by the Sub Group and the actions have been included in the Corporate Career and Leadership Development Program and is posted at: <https://ma.mbe.doe.gov/ME50/training/index.htm>
- Common core competencies that cut across key functional areas such as Program Management, Project Management, Acquisition Management, Financial Management, and Safeguards & Security have been identified and will be used to accomplish skills assessment and gap analysis for career development purposes. Revised competencies for the above certification programs have been incorporated into the revised web-based skills assessment tool.
- DOE Hispanic Employment Program Plan was issued. As part of the plan, Program Offices appointed a Hispanic Employment Program Coordinator to ensure that the Department of Energy's Hispanic Employment Plan is a part of an organizations workforce planning process.
- Computer Electronic Accommodation Program (CAP) continued to provide adaptive technology for DOE employees with disabilities.
- Significant efforts continue to provide career development and leadership opportunities for HR staff members. As a part of the Office of Human Resources Management's efforts toward development of an HR professional development program, a Human Capital Academy (HCA) was established to provide informational sessions and just-in-time training opportunities for staff members.

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- DOE continued to refine its analysis of its critical skill needs in accordance with the guidance provided to the program offices by the Office of Human Capital Management and the Associate Deputy Secretary. This analysis includes both critical functions as well critical cross-cutting competencies that transcend specific occupational series or individual positions.
- During FY 2005, an action plan addressing the skill needs of the DOE IT Workforce was initiated and the web based skills assessment tool was used to further define the competency needs of DOE's senior leaders and managers.
- The DOE/EM Hispanic Scholarship Fund Institute Intern Program concluded student ambassador assignments
- During June 2004, the first ever HR/EEO/Diversity Symposium was held in Pittsburgh, PA. This event gathered over 300 practitioners from the 3 communities for a Symposium filled with interactive sessions and workshops. Feedback obtained from the participants indicated that the program was a great success.
- National Council of Hispanic Employment Program Managers National Conference-first ever FY 2004 HR Forum was held which provided the first ever combined event for DOE's HR professionals, including training personnel and the Department's Diversity community.
- Reduced under representation of women and minorities within SES ranks.
- Office of Human Capital Management and the Office of Civil Rights continued to meet bi-weekly to discuss human capital and diversity issues.
- DOE is actively building strong partnerships with Hispanic Associations and Hispanic Serving Institutions to increase Hispanic employment. Since 2001, Hispanic employment has increased from 5.7% to 6.46%. Hispanic employment has increased in DOE by .23% in the past year. Within the GS-14/15 grades, the representation of women has risen nearly 4% since 2001, (from 24.6% to 28.10%).
- The Corporate Supervisory and Managerial Training Curriculum continued to provide opportunities for managers to develop their managerial skills and to apply current human resources best practices and methodologies
- Recruit America 2003 (Hispanic Employment Blitz) was completed and as a result of the recruitment campaign more than 300 students were added to the DOE online Resume Intranet Database.
- Four DOE HR professionals attended the Human Resources Professional Development Leadership Program held in September 2004 and participated in the "Developing HR Leadership Strategies" conference.
- The SESCDP continued with the completion of the orientation program and training sessions as well as implementation of candidate Executive Development Plans.
- The DOE Corporate Training and Development Business Strategy Report addressed the four corporate goals identified by the DOE Training Community (Human Capital Management & Succession Planning, E-Government, Resource Management, and Partnerships).
- The FY 2004 DOE Mentoring Program was implemented. This year's program includes opportunities for GS-9 through 12 employees to be protégés and SES and GS-15 personnel to serve as mentors.
- Reassessed the functions to be accomplish by the DOE Diversity Action Implementation
- Team continued in light of the new EEOC Management Directive (MD) 715 that provides policy guidance and standards and the new EEOC guidance. SES members were rated and recommended for awards based on their performance results related to PMA, and

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programmatic and leadership objectives established for the FY 2003 performance cycle. The DOE Performance Review Board reviewed all career FY 2003 performance documentation. The Deputy Secretary targets resultant rating and award recommendations for decision in January 2004.

- Deployment of OLC functionality continued and a series of training courses were made available to the DOE workforce.
- The DOE Mentoring Program conducted a closeout ceremony. Over 280 individuals completed this year long program which paired SES and senior GS-15 DOE employees with protégés at the GS-13-GS-14 level. The program has received accolades and awards from both inside and outside of Government, including recognition by the US Department of Agriculture's Graduate School as being one of the best in Government. Future plans call for the next program to start in Q2, and establishing a similar program for GS-9 through 12 protégés.
- The 19 selected SESCDP candidates attended an Orientation Program and began development of Candidate Executive Development Plans and identifying developmental assignments.
- The FY 2004 Leadership Transition Program was announced for high potential GS-11, 12 or 13 level Headquarters employees. In addition, FY 2004/2005 External Career Development Programs were announced: The Executive Potential Program for GS-13, 14, or 15 level employees; the Executive Leadership Program for GS-11, 12, or 13 level employees; the New Leaders Program for GS-7, 9, or 11 employees; and the Aspiring Leaders Program for GS-5, 6, or 7 level employees.
- DOE maintained a 90% certification level for procurement professionals in Q4 under Phase I of the Acquisition Career Development (ACD) Program.
- Review of project directors' qualifications continued to determine certification levels, and courses offered to attain certification in the Project Management Career Development Program.
- A new Headquarters on-line orientation program was developed, including a segment for new supervisors. First phase of testing was completed in Q4 with implementation continuing in Q4 and beyond.
- Managers and supervisors are being held accountable on achieving the goals and objectives included in the various DOE performance accountability reports as well as budget performance measures. The FY 2006 DOE Budget planning and development process included discussions on achieving human capital management, IT, and project management goals and initiatives.

As part of its Supervisory and Managerial Curriculum, the Office of Human Capital Management is in the process of designing a "Workforce Planning" workshop that will provide not only theoretical but practical "How-To" knowledge on development of workforce plans for their organization.

- DOE Hispanic Employment Program Manager/Chair National Council of Hispanic Employment Program Managers coordinated Federal support for a Society of Hispanic Professional Engineer symposium on careers in the engineering field conducted at the University of Maryland College Park for 100 Hispanic High School students.
- Implemented a new Special Employment Programs section on website that provides information on DOE's special employment programs and contains separate databases where both students and those individuals with disabilities can complete a questionnaire and enter their resumes/contact information.



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- The DOE Career Intern Program will continue with additional hires expected throughout the rest of FY 2004. <update through FY2005>
- The DOE Workforce Plan and Succession Guide was updated for FY 2005.
- DOE maintained a 90% certification level for procurement professionals in Q4 under Phase I of the Acquisition Career Development (ACD) Program. Phase I was designed to provide the skills needed to function in an increasingly complex world. Phase II is designed to address the next level of skills: leadership.
- DOE is actively building strong partnerships with Hispanic Associations and Hispanic Serving Institutions to increase Hispanic employment. Since 2001 to 4<sup>th</sup> qtr of FY2005, Hispanic employment has increased **from 5.7% to 6.46%**.

### ***Strategy 4, Knowledge Management***

**DOE Definition:** To develop and foster the use of knowledge management programs and technologies for gathering, sharing and transferring knowledge that addresses the training and development needs of the workforce.

#### **Summary of Knowledge Management Activities:**

- Knowledge Management (KM) Working Group
  - Description: Provides a forum for the identification, capture, organization, dissemination for re-use, and currency of existing Departmental knowledge and expertise.
  - Outcomes: We have defined what constitutes KM systems and programs, build a compendium of KM tools that will be used to transfer institutional knowledge, define the Department's meaning of mission-critical information and where it exists; use of E-government initiatives for addressing loss of institutional knowledge.
- Human Capital Management Improvement Program (HCMIP)
  - Description: The HCMIP determines how the essential HR programs and services are delivered in terms of efficiency, effectiveness, and adherence to merit system principles, to measure on-going initiatives.
  - Outcomes: We submitted a six-month status report and an annual report on its our progress and accomplishments in HCM; strategies are guided by data-driven, results oriented process using the HCMIP and related employee assessments; reports generated by program to be provided to DOE Elements and executives for use in evaluation and further development for human capital improvement strategies.
- Enterprise-wide DOE Human Capital Management E-Gov Support Initiatives.
  - Description: To develop our leaders of the future; recruit, hire, retain individuals with the right job skills; opportunity for DOE employee to enhance their skills.
  - Outcomes: We have transferred from a paper-based set of work processes to paperless web-enabled processes using the Corporate Human Resources Information System (CHRIS) and to increase the focus on the use of analytical capabilities in the system to support strategic alignment with the mission and strategic management of human capital. E-learning initiatives such as Go Learn have proven to be a cost effective method for acquiring knowledge.

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### Significant Accomplishments:

- Four DOE HR professionals attended the Human Resources Professional Development Leadership Program held in September 2004 and participated in the “Developing HR Leadership Strategies” conference.
- A DOE-wide team has conducted a review of the current HCMIP program and developed a new accountability program that will be implemented DOE-wide. As a result, the HCMIP web site has been replaced with a web site that incorporates these new procedures and requirements.
- The DOE Knowledge Management Strategic Plan continued to guide the Department’s KM efforts and the KM Working Group met regularly to discuss and identify KM opportunities for KM capture and pilot programs. As a result of these efforts, over 1200 DOE employees are actively using this system and participating in over 100 communities of practice (COP).
- During FY 2005, DOE participated in an OPM human capital survey for over 2200 DOE employees were asked to participate.
- During June 2005, DOE held focus group sessions with the 28 DOE program offices and field sites to assess their needs and wants. These sessions provided a forum to introduce HCMIP, incorporate technical feedback on the automated tool, and identify best practices/lesson learned. A needs analysis was conducted to ensure the needs; wants and expectations are identified and assessed in the development of HCMIP. Analysis of input to HCMIP continued in preparation of a final report. HCMIP is also being used as a portal for HR information including telework surveys, succession planning, etc. A Final Report will be prepared and issued.
- DOE completed its transition to the Government-wide Go Learn system June 2005. The contractor that will provide these services has been selected IAW OPM procedures.

### ***Strategy 5, Performance Culture***

**DOE Definition:** To ensure a direct line between employee performance expectations and recognition systems to the DOE elements' missions and to identify developmental needs and address poor performance.

#### **Summary of Performance Culture Activities:**

Description: Perpetuate a performance culture characteristic of a highly effective organization both in terms of individual and organizational performance that spans its wide array of missions, programs, systems and services. Establish direct linkages between individual performance plans and the respective missions.

Outcome: 100% or more employees' performance plans are tied to mission accomplishment,

#### **Significant Accomplishments:**

- The SES Performance Management System (PMS) includes a standard on support of the PMA and Small Business Goals, as appropriate, holds managers accountable for achieving results, and differentiates between high and low performers.
- Continued to implement the new DOE-wide multi-level GS performance management system and distribute training materials.
- DOE achieved provisional certification from OPM and OMB for its FY 2004 and 2005 SES Performance Appraisal system.
- The Department's newly revised accountability program places emphasis on the linkage between employee performance standards/appraisals and mission accomplishment, as well as documentation and elimination of critical skills gaps.
- In October 2003, the Deputy Secretary established a Department-wide requirement that at least one performance element within all DOE employees' FY 2004 appraisals be linked to one of the organization's mission objectives and directed all program offices to establish that linkage during the 2004 performance period.
- An analysis that was conducted during Q2 on the FY 2002 and 2003 SES bonus pool percentages and bonus distributions indicates that a closer link between these amounts and to organizational accomplishments during FY 2003.
- A DOE Labor Management Council was established to enhance cooperation between managers and employees

### ***Strategy 6, Talent***

**DOE Definition:** To provide a highly skilled, competent workforce to meet mission-critical requirements.

#### **Summary of Talent Activities:**

- Corporate Recruitment Strategy
  - Description: Recruiting, Hiring, and Retaining High-quality Technical Staff using the following:
    - Excepted Service appointment authorities
    - Recruitment bonus
    - Relocation bonus

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- Retention allowance
- Super Qualifications Appointment
- Outcomes: The DOE Corporate Recruitment Council was established and is responsible for defining corporate recruitment and provides implementation guidance that expands the entry, mid, and senior level pipeline, enhances the use of E-government professional/career development initiatives, includes diversity recruitment strategies, develop and enhance partnerships across the Government, expands the marketing plan, and maximize the return on investment. The Department developed policies and procedures to inform the programs elements on available incentives, improved the use of available incentives; have a solid financial corporate structure for utilizing the administrative flexibilities available.

### **Significant Accomplishments:**

- Agency has closed most mission-critical skills, knowledge and competency gaps/deficiencies.
- The “OneHR” model is used as the basis for staff recruitment activities within HR.
- DOE continued to attend college job fairs at primarily minority institutions and minority professional associations to provide information on DOE job opportunities and career intern programs. These efforts will continue throughout FY 2006.
- The Virtual Center web site continues to provide up-to-date information to employees on employment issues, employee benefits programs, career planning, career transition, and career development
- The DOE-wide Corporate Outreach and Recruiting Council continued its activities and finalized the development of the Entry and Mid to Senior-Level hiring models. Other initiatives include recruitment branding; web development and marketing strategies; integrating diversity; and developing metrics to track effectiveness. These initiatives are being reviewed by HR managers in Headquarters and NNSA before being forwarded to the Human Capital Coalition for further consideration.
- DOE hosted an interagency meeting to introduce the Minorities in Science and Education Consortium (MSEC) to DOE offices and 12 other Federal agencies. MSEC is a consortium of three Hispanic organizations with an emphasis in science and engineering. The primary purpose of the MSEC is to work with federal government agencies and their Hispanic Program Managers to assist them in identifying qualified Latinos for summer internships, scholarships, co-ops, research programs, career training and educational opportunities. MSEC has a database of over 20,000 students and professionals looking for opportunities in the Federal government.
- DOE provided interactive workshops on “The Benefits of Federal Service” to 100+ students participating in the Hispanic Association of Colleges and Universities intern program, and 25+ students participating in the Washington Center for Internships program. DOE is scheduled to deliver the same workshop to over 400 students in HACU and other minority based intern programs during.
- DOE data taken from its recruitment action tracking system indicates that DOE’s average is still far below the goal of OPM’s 45-day hiring model. This analysis indicates that it is taking an average of 30 workdays from announcement closure to job offer for GS personnel.
- Efforts continued to establish a definable and measurable set of data to measure the Department against the 30-Day SES hiring model. Information obtained to date indicates that DOE has, on average, reduced the processing time from vacancy closure to job offer

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by 36%. Effort will continue during Q4 to reduce time even further in an effort to consistently achieve the standards contained in the 30-Day model.

- Efforts continued within DOE regarding assistance being provided to Walter Reed Army Hospital as a part of the Transition Assistance Program (TAP) for wounded soldiers returning from Afghanistan and Iraq. DOE was selected, along with 3 other Federal agencies; to participate in a 2-day conference at Walter Reed designed to revise the Hospital's TAP program. In April 2005 DOE was one of several non-DOD related Federal agencies to participate in a Walter Reed Job Fair. In May, DOE participated in the Walter Reed TAP to provide information to the transitioning soldier on how to obtain a Federal job, construct a resume and participate in an interview.
- DOE continued to meet its goal of at least **15%** of new hires within the administrative, professional, scientific and technical occupational series being hired at the entry level. At the end of the 4<sup>th</sup> quarter FY2005, entry level personnel represented **22.8%** of the total hires into the Department from within these categories.
- DOE's Corporate Recruitment Strategy continued to be implemented including diversity recruitment strategies. A component of the Strategy included convening a "Corporate Recruitment Summit" which took place as part of the first ever DOE HR/Diversity/EEO Symposium.
- During FY 2004, 1,374 jobs were advertised using the Department's On-line application process (DOEJOBSONLINE). There are now over 85,919 users registered on this system.

### Analysis of the Workforce

#### Introduction

Analyzing the workforce is the first step toward implementing our strategic plans, addressing skills imbalances, and laying out a concrete strategy to ensure that we have a ready and continuous supply of highly skilled, competent workers. An essential element of workforce planning is an accurate prediction, of retirement and an examination of those programmatic functions at risk. Analyzing the current workforce and then comparing workforce needs against available skills helps us to have a better understanding of what areas of our workforce need to be strengthened, providing goals for workforce plans.

#### Retirement Profile

This section provides an analysis of, the overall retirement picture of DOE, and includes information on trends between FY 2000 through FY 2005. The analysis is based on the average age of retirement and average years of Federal Service and applied to retirees by retirement category (CSRS, FERS, CSRS Special) and retirement rates before and beyond projected retirement dates from FY 2000 through FY2005. The retirement categories are an essential element of the analysis, as these groups have differing eligibility requirements before full retirement. The OPM retirement eligibility requirements were used in the analysis but were grouped to allow, simplified statistical group comparisons. Civil Service Retirement System (CSRS) employees include only those employees with full CSRS eligibility and not covered under section 6(c) (Firefighter and Law Enforcement). Federal Employees Retirement System (FERS) employees include all FICA eligible and those with combinations with other retirement systems. CSRS Special (CSRS Spec.) employees are those employees covered under section 6(c) of the retirement code covering firefighters and law enforcement personnel. The analysis only measured voluntary retirement as disability and other reasons for retirement are not reliable/predicable. The retirement groups were identified using data in DOE INFO and using the following methodology.

**Civil Service Retirement System (CSRS)** <sup>3</sup>/<sub>4</sub> CSRS employees are eligible to retire immediately if they meet one of three criteria.

1. Federal employees are at least 55 years of age and have 30 years of Federal Service.
2. Federal employees are at least 60 years of age and have at least 20 years of Federal Service.
3. Federal employees are at least 62 years of age and have at least 5 years of Federal Service.

\*\*Individuals coded in DOE Info under retirement system code as '1' were selected for this group.

**Federal Employee Retirement System (FERS)** <sup>3</sup>/<sub>4</sub> FERS employees are eligible to retire immediately if they meet one of two criteria:

1. Federal employees are at least 55 years of age and have at least 10 years of Federal Service.
2. Federal employees are at least 62 years of age and have at least 5 years of Federal Service.

## Human Capital Strategic Challenges and Strategies

\*\*Individuals coded in DOE Info under retirement system code as “C”, “E”, “K”, “M”, were selected for this group. This group includes all combinations of FICA with other retirement systems.

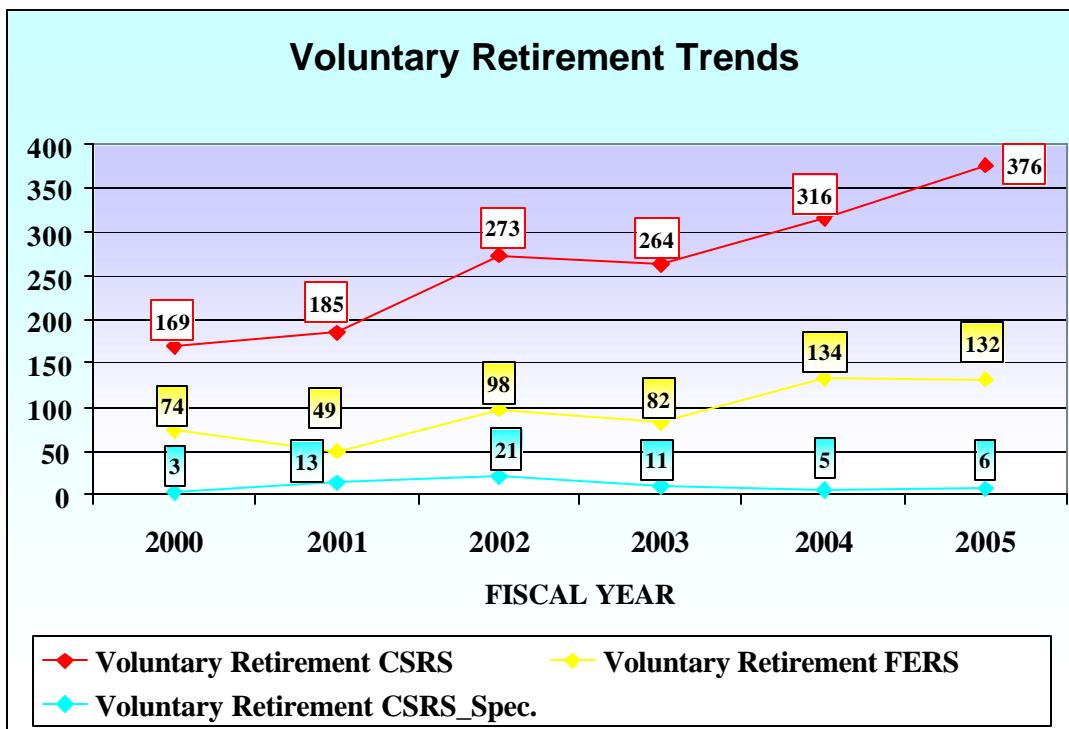
**Civil Service Retirement System Special (CSRS Spec.)**<sup>3/4</sup> CSRS, Special employees (firefighters/law enforcement) are eligible to retire if they meet the following criteria:

1. Federal employees are at least 50 years of age and have at least 20 years of Federal Service.

\*\*Individuals coded in DOE info under retirement system code as “6”, were selected for this group.

### Data Review and Results

The table below depicts the distribution of retirements based on the DOE staffing as of September 30, 2005. Currently there are a number of employees eligible. The peak level of eligibility will occur in the 4<sup>th</sup> Quarter of 2013, based on projected retirement dates available in DOE Info.



**Table: Voluntary Retirement Trends**

#### Descriptive Statistics

	N	Percentiles		
		25th	50th (Median)	75th
PROJECTED_RETIREMENT_DATE	14958	18-NOV-2007	29-AUG-2013	19-MAY-2021

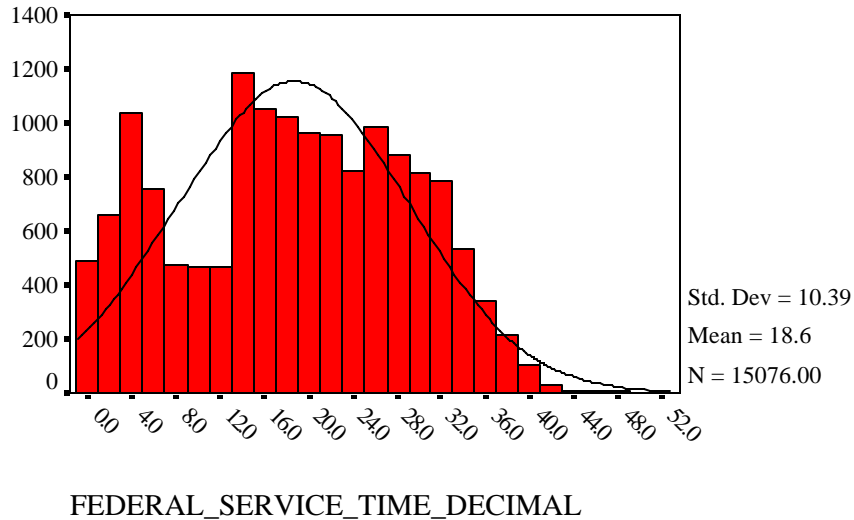
**Table: Descriptive Statistics**

## Human Capital Strategic Challenges and Strategies

The 25<sup>th</sup> percentile of eligible retirements occurs in the 1<sup>st</sup> quarter of FY 2008. The above table shows the 50<sup>th</sup> median percentile and the 75<sup>th</sup> median percentile based on the projected retirement dates available at the beginning of FY 2006.

### Department of Energy

#### Distribution of Years of Federal Service



FY 2005

**Chart: Distribution of Years of Federal Service**

The distribution of years of Federal Service years are depicted above, with the average years of Federal Service for all DOE employees at 18.6 years. The population, in statistical terms, appears normally distributed, based on the projected curve and therefore it is estimated that 68 to 70% of all DOE employees fall within 8.2 years of Federal Service and 29 years of Federal Service. The range of ages is normally distributed throughout DOE and the range is depicted below based on median age.

**Descriptive Statistics**

	N	Percentiles		
		25th	50th (Median)	75th
AGE_DECIMAL	15076	42.1000	49.8100	55.6700

**Table: Descriptive Statistics**

The Department of Energy functions are broken down below and are summarized by total count, eligible to retire by the end of FY2006 and current years of Federal Service. This table allows for a closer examination of the functions at DOE and current years of Federal Service. Depending on the retirement program for DOE staff, their age and years of Federal Service we find a significant number of staff are retiring as they approach 30 years of Federal Service with some variation based on CSRS eligible or FERS eligible.



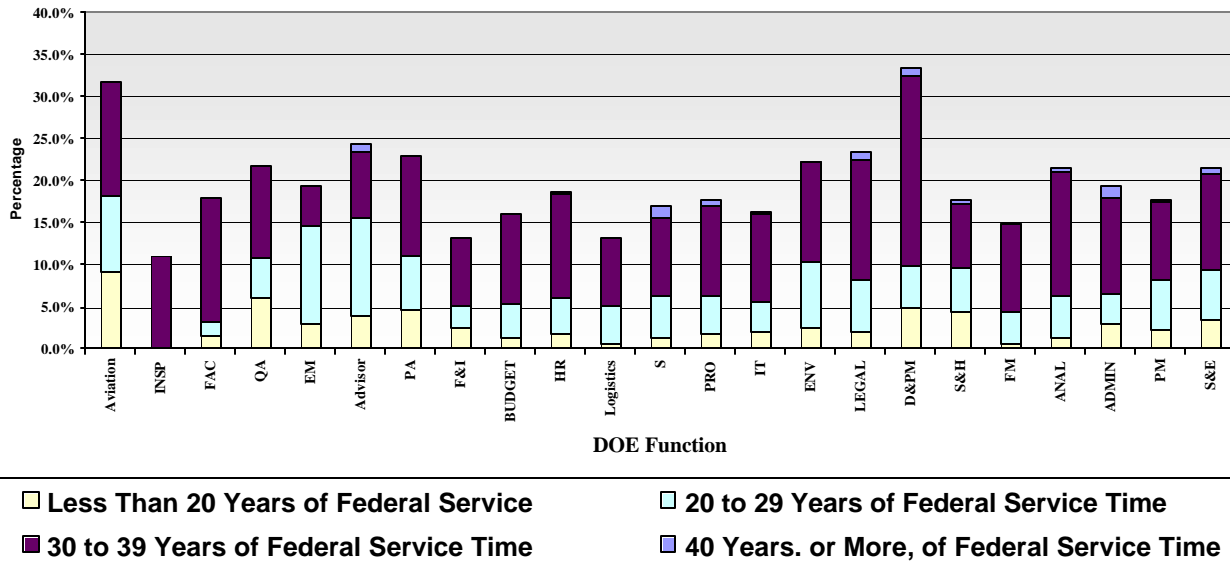
# Human Capital Strategic Challenges and Strategies

DOE FUNCTION CODE	Department of Energy without FERC Total FTE's and Retirement Eligibility						Department of Energy without FERC Percentage of Personnel within DOE Function					
	Total	Eligible to Retire by End of FY 2006	Less Than 20 Years of Federal Service	20 to 29.9 Years of Federal Service Time	30 to 39.9 Years of Federal Service Time	40 Years. or More, of Federal Service Time	% of Total	Eligible to Retire by End of FY 2006	Less Than 20 Years of Federal Service	20 to 29 Years of Federal Service Time	30 to 39 Years of Federal Service Time	40 Years. or More, of Federal Service Time
Aviation	22	7	2	2	3		0.2%	31.8%	9.1%	9.1%	13.6%	
INSP	36	4			4		0.3%	11.1%	0.0%		11.1%	
FAC	61	11	1	1	9		0.4%	18.0%	1.6%	1.6%	14.8%	
QA	83	18	5	4	9		0.6%	21.7%	6.0%	4.8%	10.8%	
EM	103	20	3	12	5		0.7%	19.4%	2.9%	11.7%	4.9%	
Advisor	103	25	4	12	8	1	0.7%	24.3%	3.9%	11.7%	7.8%	1.0%
PA	109	25	5	7	13		0.8%	22.9%	4.6%	6.4%	11.9%	
F&I	196	26	5	5	16		1.4%	13.3%	2.6%	2.6%	8.2%	
BUDGET	242	39	3	10	26		1.8%	16.1%	1.2%	4.1%	10.7%	
HR	416	76	7	18	52	1	3.0%	18.8%	1.7%	4.3%	12.5%	0.2%
Logistics	478	63	3	21	39		3.5%	13.2%	0.6%	4.4%	8.2%	
S	517	88	7	25	49	7	3.7%	17.0%	1.4%	4.8%	9.5%	1.4%
PRO	575	102	10	26	62	4	4.2%	17.7%	1.7%	4.5%	10.8%	0.7%
IT	611	99	12	22	64	1	4.4%	16.2%	2.0%	3.6%	10.5%	0.2%
ENV	582	130	14	46	69	1	4.2%	22.3%	2.4%	7.9%	11.9%	0.2%
LEGAL	395	92	8	24	57	3	2.9%	23.3%	2.0%	6.1%	14.4%	0.8%
D&PM	624	209	30	31	141	7	4.5%	33.5%	4.8%	5.0%	22.6%	1.1%
S&H	722	127	31	38	56	2	5.2%	17.6%	4.3%	5.3%	7.8%	0.3%
FM	737	110	5	27	77	1	5.3%	14.9%	0.7%	3.7%	10.4%	0.1%
ANAL	1024	221	14	50	150	7	7.4%	21.6%	1.4%	4.9%	14.6%	0.7%
ADMIN	1647	320	47	61	187	25	11.9%	19.4%	2.9%	3.7%	11.4%	1.5%
PM	1951	347	46	112	184	5	14.1%	17.8%	2.4%	5.7%	9.4%	0.3%
S&E	2588	555	87	158	292	18	18.7%	21.4%	3.4%	6.1%	11.3%	0.7%
Total	13822	2716	349	712	1572	83	100.0%	19.6%	2.5%	5.2%	11.4%	0.6%

**Table : Descriptive Statistics**

The above categories are graphically depicted below. The chart indicates the number of DOE staff (without FERC) and their respective category with years of Federal Service.

**Department of Energy: Percentage of Retirement Eligible/Years of Federal Service at the End of FY2006 by DOE Function**



\* Data does not include FERC

**Chart: Percentage of Retirement Eligible/Years of Federal Service and End of FY2006 by DOE Function**

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## Human Capital Strategic Challenges and Strategies

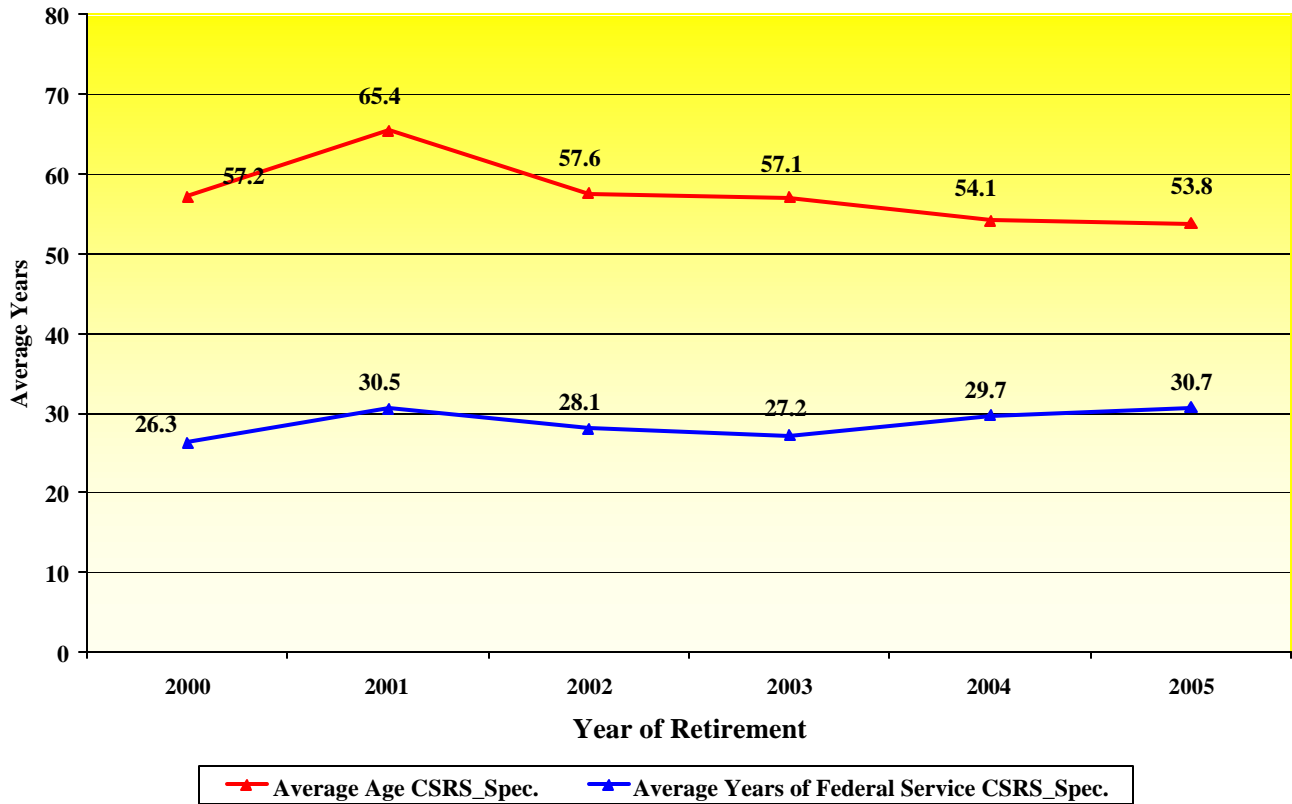
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Those functions shaded in purple and blue represent the highest risk for retirement. The bars represent percentage of those eligible for retirement at the end of FY2006, not the entire workforce. Therefore, comparisons are made to the total workforce by subtracting the percentages of various DOE functions from 100%.

The breakdown of voluntary retirements by average years of Federal Service and average age shows a downward trend in age for all retirement groups. It can be surmised that staff are opting out earlier than in previous years.

**Average Age and Average Yrs. of Federal Service at Retirement (CSRS\_SPEC.)**



**Chart : Average Age and Average Years of Federal Service at Retirement CRS Specialist**

The trend chart above indicates a downward trend in retirement age, while trends of Federal Service years remain relatively flat. A slight increase in average years of Federal Service has also occurred.

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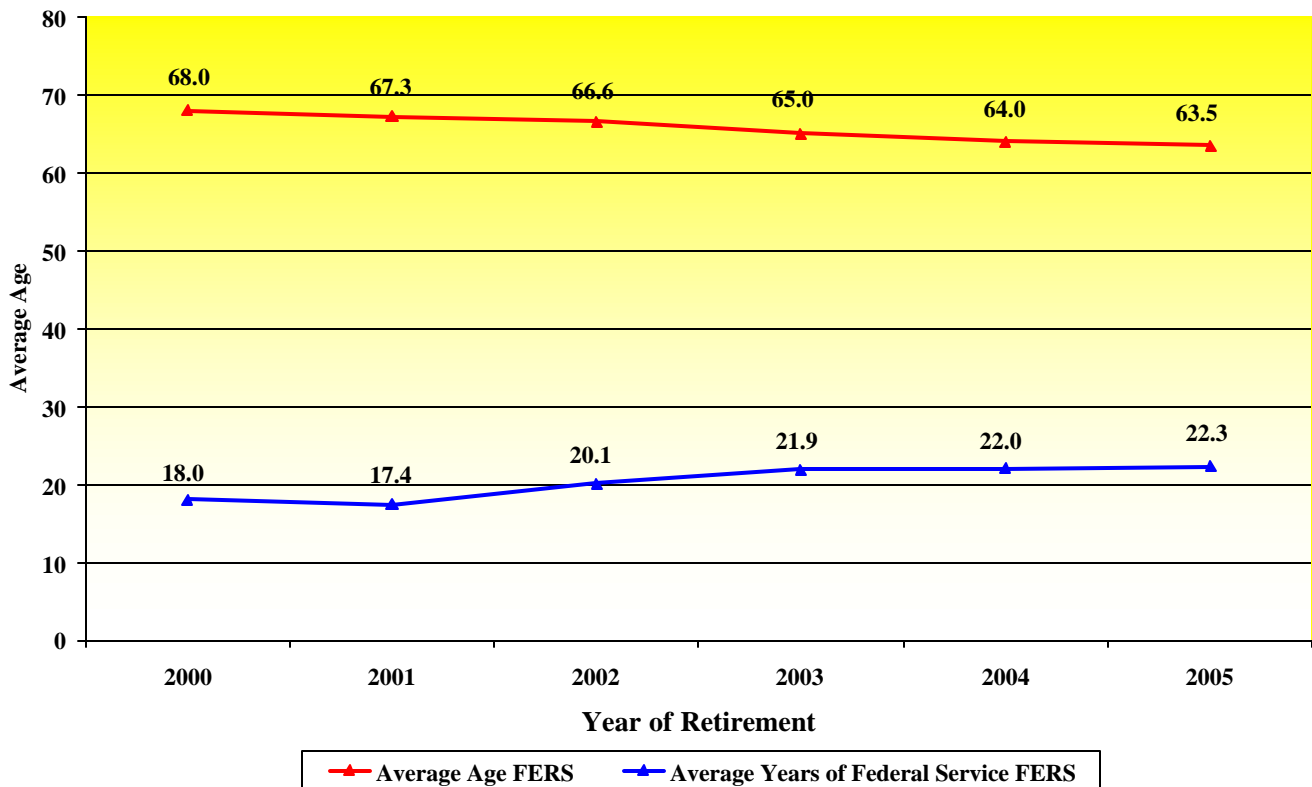
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## Human Capital Strategic Challenges and Strategies

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**Average Age and Average Yrs. of Federal Service at Retirement (FERS)**



**Chart: Average Age and Average Years of Federal Service at Retirement (FERS)**

The reduction in average age of retirement, over the last five years, for DOE employees enrolled in FERS has dropped by an average age of 4.87 years. A slight increase in average years of Federal Service is also noted.

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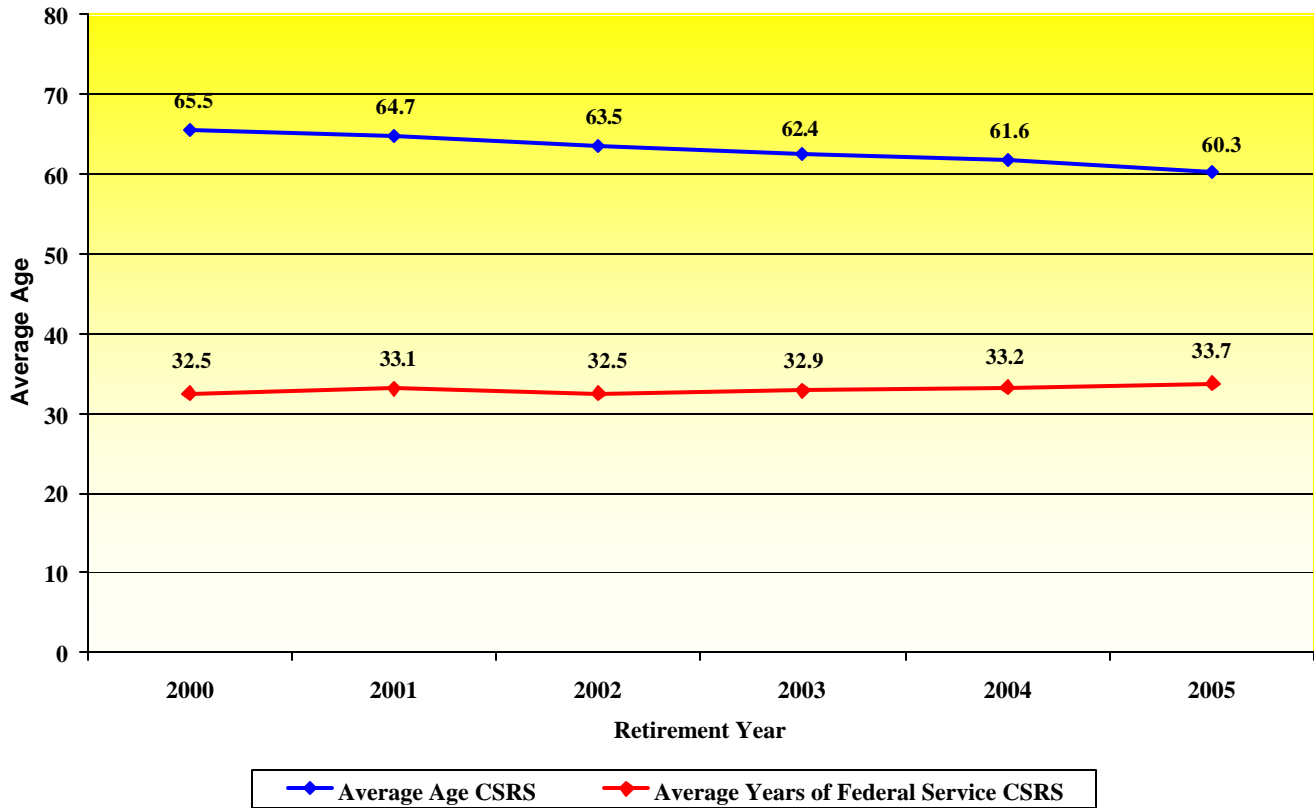
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## Human Capital Strategic Challenges and Strategies

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**Average Age and Average Years of Federal Service at Retirement (CSRS)**

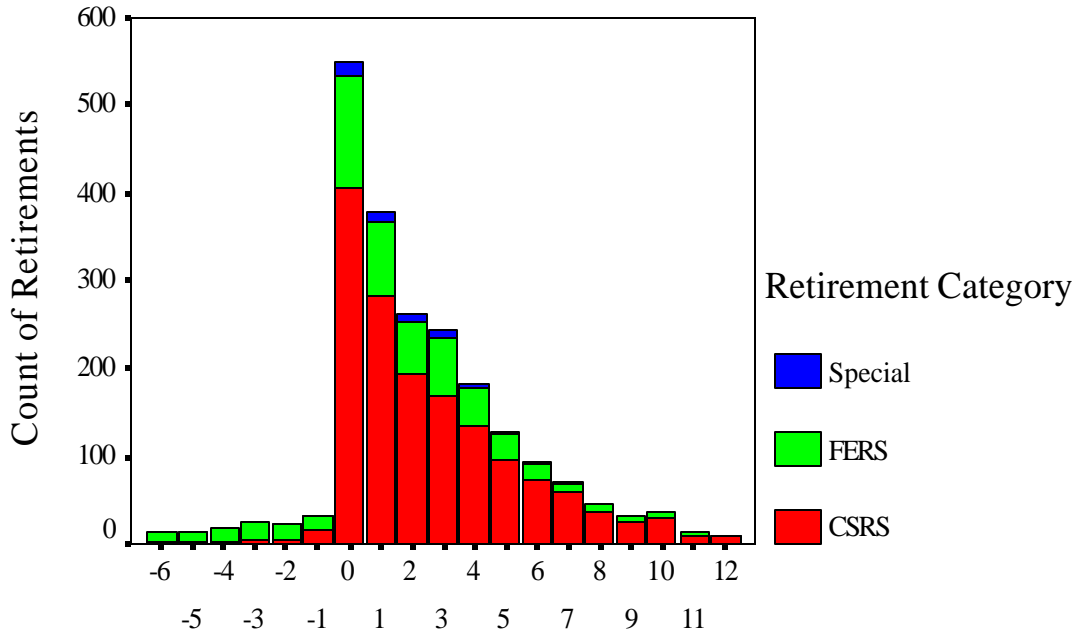


**Chart : Average Age and Average Years of Federal Service at Retirement (CSRS)**

A decrease in average age of 4.95 years for CSRS employees, over five years is consistent with other retirement groups. There has been no significant change in average years of Federal Service.

## Department of Energy

### Retirement History 2000-2005



Early vs. Late Retirement in Years

\*Data was trimmed 1% on each tail

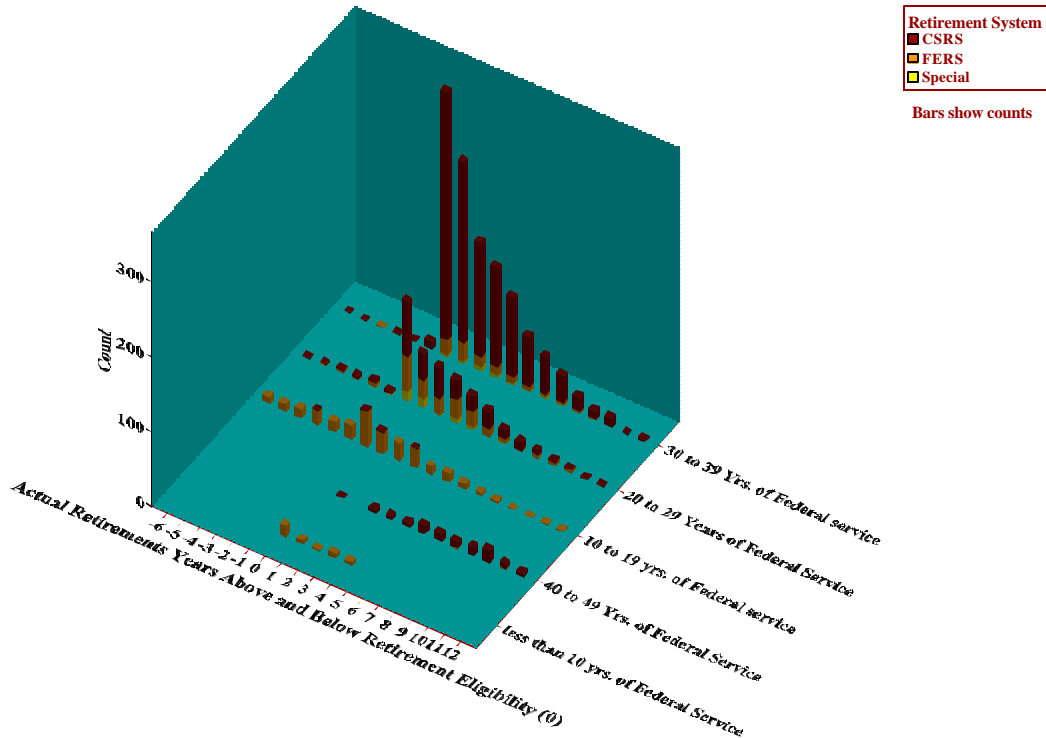
#### Chart: Retirement History

The above chart demonstrates over the last five years, the count of employees voluntarily retiring on time based on retirement category and projected retirement dates. You will notice that to the right of Zero, indicating years of retirement beyond eligibility, an almost perfect **Bell Curve emerges**. Zero (0) indicates employees retiring the same year they become eligible and the count above and below (0) depicts those opting to stay longer or opting out earlier than their projected retirement date. This chart indicates that 25% retire on time, 17.2% wait one year to retire, 11.8% wait 2 years to retire, 11% wait 3 years to retire, 8.2% wait four years to retire and 5.7% wait to retire 5 years. Projections beyond 5 years and early outs are less reliable however, current data indicates 12.6% of employees at DOE retire between 5 and 10 years after retirement eligibility and 5.2% are leaving earlier than projected retirement dates indicate. The primary group that appears to be opting-out early are FERS enrollees, with 10-20 years of Federal Service (see chart below). Using statistical information derived from the data over the past five years, CSRS eligible employees wait on average 2.6 years beyond retirement eligibility, FERS eligible employees wait 1.3 years and CSRS (Spec.) employees wait 1.7 years beyond eligibility. If this trend is accurate it can be expected in the future that approximately 35% of CSRS employees will retire 2.84 years beyond projected eligibility, 35% of FERS

## Human Capital Strategic Challenges and Strategies

employees 3.09 years beyond eligibility and 35% of CSRS (SPEC.) employees will retire 2.13 years beyond projected retirement.

Department of Energy FY2000 to FY2005  
 Actual Retirement's Based on Years of Federal Service and Retirement System  
 Data Run DOE INFO 12-15-2005



**Chart: Actual Retirements Based on Years of Federal Service and Retirement System**

The chart above depicts Federal Service Years by ten-year groups and compares these groups to the number of DOE employees retiring on time (0), before/after retirement eligibility (+/-) in years. The bars represent the proportion of Federal Retirement System Categories for each cross section of Federal Service years. The chart is intended to depict when employees retire based on timeliness in relation to projected retirement, years of Federal Service and which retirement system employees are enrolled in, at the time of actual retirement. Based on the above chart a majority of CSRS enrollees have a significant number of employees retiring within 5-6 years of eligibility and having between 30 and 40 years of Federal Service. FERS eligible employees on the other hand are retiring with fewer years of Federal Service (10-20 years) and seem to be opting-out before retirement eligibility, as compared to CSRS enrollees, especially those FERS employees with 10 or less years of Federal Service.

## Human Capital Strategic Challenges and Strategies

### Retirement Profile Summary

The data indicates that the average age and years of federal service vary depending on the retirement system in which the employee is enrolled. \*\*\*

A. CSRS - as of 9-30-2005, the average age of employees retiring is 60.26 years of age with 33.70 Years of Federal service.

B. FERS- as of 9-30-2005, the average age of employees retiring is 63.13 years with 21.58 years of Federal service.

C. CSRS (Spec.) - as of 9-30-2005, the average age of employees retiring is 53.61 years of age with 30.34 years of Federal Service.

\*\*\*In all retirement systems, the trend of average age of retirement is declining while the trend in average years of Federal Service Time remains relatively flat.

<b>Department of Energy</b>									
<b>Retirement Eligibility and Voluntary Retirement Forecast</b>									
DOE FUNCTION CODE	Total	Eligible to Retire by End of FY 2005	Predicted to Retire by the End of FY2005	Predicted to Retire by the End of FY2006	Predicted to Retire by the End of FY2007	Predicted to Retire by the End of FY2008	Predicted to Retire by the End of FY2009	Predicted to Retire by the End of FY2010	TOTAL DOE
ADMIN	1647	320	62	66	63	86	122	99	498
Advisor	103	25	7	2	5	8	5	6	33
ANAL	1024	221	37	35	55	61	74	83	345
Aviation	22	7	1	0	3	5	2	1	12
BUDGET	242	39	7	10	7	13	12	14	63
D&PM	624	209	20	32	38	41	48	58	237
EM	103	20	1	1	4	5	9	9	29
ENV	582	130	19	26	31	38	39	38	191
F&I	196	26	4	5	7	8	13	5	42
FAC	61	11	0	1	6	1	7	3	18
FM	737	110	21	23	28	25	41	39	177
HR	416	78	14	17	11	29	25	35	131
INSP	36	4	0	2	1	1	1	0	5
IT	611	99	10	19	27	30	37	42	165
LEGAL	395	92	15	19	19	18	26	26	123
Logistics	478	63	17	7	14	18	16	27	99
PA	109	25	2	4	6	8	5	7	32
PM	1951	347	47	70	92	106	103	141	559
PRO	575	102	25	13	18	33	31	38	158
QA	83	18	4	3	4	3	6	8	28
S	517	88	18	12	18	24	25	32	129
S&E	2588	555	124	89	119	132	161	155	780
S&H	722	127	24	23	23	36	54	42	202
<b>Total</b>	<b>13822</b>	<b>2716</b>	<b>479</b>	<b>479</b>	<b>599</b>	<b>729</b>	<b>862</b>	<b>908</b>	<b>4056</b>

**Table: Retirement Eligibility and Voluntary Retirement Forecast**

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## Human Capital Strategic Challenges and Strategies

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The comparison of retirement eligibility dates and the lag above or below the eligible year of retirement yields some interesting results. Prediction of early outs and beyond five years is not as reliable as the retirement eligibility from eligibility date through plus five years. There are many more employees in the CSRS that are or are becoming eligible within the next five years. The table and chart on page three demonstrates that Administration, Science and Engineering, Directors are at the highest risk for retirement in the near term. If the average age of retirement continues to decline, than other groups such as Project Managers would be added to this list “at risk” of potential retirements now and over the next five years.

The ability to predict early-outs are limited by the current data. Additional research and study would be required to fine tune those results and are beyond the scope of this summary. We can say that FERS eligible employees with less than ten years of service have the highest proportion of early-outs. These employees do not incur a financial penalty for early retirement, and there is no incentive to stay longer. The decrease in average age of retirement could be the beginning of a trend or it may be a statistical anomaly. Conversely, it is difficult to explain why some CSRS enrollees stay beyond 40 years of Federal Service, since their benefits are maximized at that point. In either case, the numbers are not significant for these sub-groups.

### Demographic Analysis

In an effort to focus this demographic analysis, a methodology was developed that grouped FTEs by *Function*. It was also necessary to group the various organizations across the major programmatic areas of the Department. With respect to the grouping the workforce by *Function*, OPM occupational codes describing positions were felt to be insufficient to properly plan for current and future workforce needs. If a useful picture and HCM Plan of the current and future needs of the DOE Federal workforce is to be developed, than a basic analysis of the necessary workforce functions must be completed. With respect to grouping the workforce along programmatic lines or divisions, the analysis groups employees in as follows: 1) the National Nuclear Security Administration (NNSA) and its field elements; 2) the Power Marketing Administrations (Bonneville Power, Western Area Power, Southeast Power and Southwest Power Administrations); 3) DOE Program Offices and their associated field elements (Environmental Management, Nuclear Energy, Office of Civilian Radioactive Waste Management, Fossil Energy, Science, Energy Efficiency and Renewable Energy, Legacy Management and Electricity Delivery and Energy Reliability); and 4) Headquarters Offices that provide support to the Program Offices (e.g., General Counsel, Human Resources, Office of Budget, CIO, etc.). Figure 1 provides the number/percentage of FTEs by the various programmatic lines or divisions noted above.



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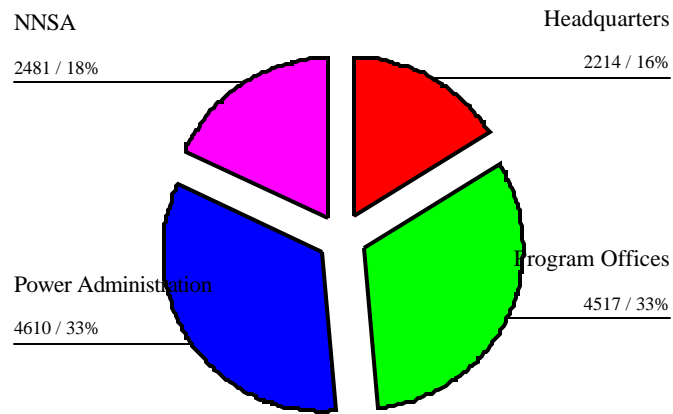
## Human Capital Strategic Challenges and Strategies

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Department of Energy FY 2005

Programmatic Lines or Divisions



**Figure: Programmatic Lines or Divisions**

The table below provides a description of the functional groupings that were used in the analysis. The functional groupings (1<sup>st</sup> Tier noted in bold) are further broken down into sub-groupings (2<sup>nd</sup> Tier) to give an indication of the work that is encompassed under the 1<sup>st</sup> Tier groupings.

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## Human Capital Strategic Challenges and Strategies

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### Function Groupings

**Management**

Directors and Program Managers  
Advisors

**Infrastructure**

Budget Analysis & Planning  
Financial Management  
Procurement  
Administration Support  
Public Affairs  
Human Capital Management  
Facility Management  
Information Technology  
Logistics  
Inspectors  
Legal

**Programmatic**

Program & Management Analysis  
Environmental Protection &  
Management  
Safety & Health  
Quality Assurance  
Science & Engineering  
Emergency Management  
Safeguards & Security  
Foreign Affairs and Intelligence

**Power Administration**

Power Administration  
Aviation

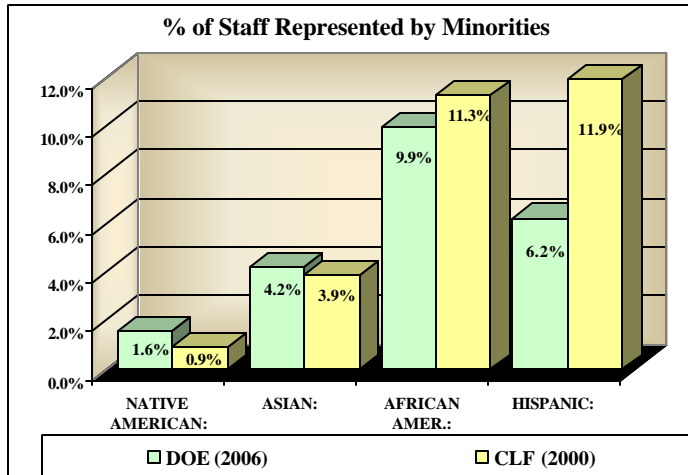
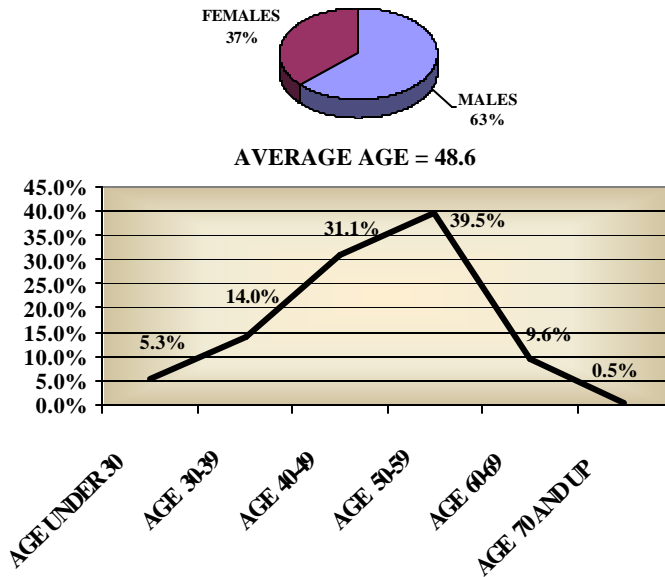
### Table: Functional Groupings

The use of this framework eliminated the overlap of functions when using OPM classification codes. Conducting the analysis grouping work activities by functions allows for a better determination of the workforce needs. The grouping by function was based on an examination of the work portrayed in departmental organizational units and in position titles. As an example, if an employee is in a management role based on his/her position title and functioning at GS 15 or above, but is classified as an 00801 General Engineer, then that individual was placed in the functional grouping of "Directors and Program Managers." The analysis throughout this report uses the methodology noted above to examine the workforce at the DOE.

# Human Capital Strategic Challenges and Strategies

DOE AT A Glance  
9/30/2005

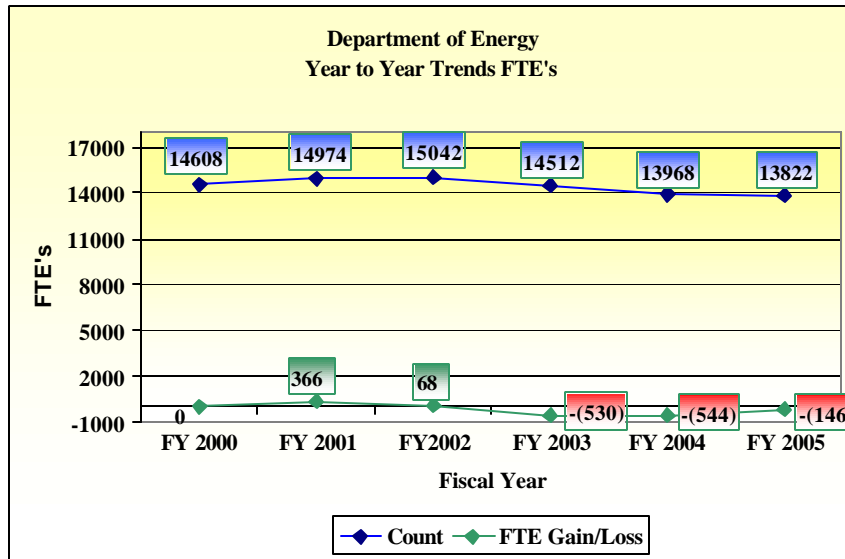
STAFFING		
TOTAL	13822	
EX/ED/EF/CA/ST/AL	38	
SES	410	
EJ/EK/EN	588	
GM/GS-15	1713	
GM/GS-14	2477	
GM/GS-13	3157	
GS-12	1566	
GS-11 TO 05	2305	
GS-04 TO 01	113	
AD	166	
B-S/W-S	1289	
RETIREMENT		
ELIGIBLE TO RETIRE IMMEDIATELY	2134	15.4%
ELIGIBLE TO RETIRE BY END OF FY10	5225	37.8%
GENDER		
MALES	8721	63.1%
FEMALES	5101	36.9%
AGE		
AGE UNDER 30	729	5.3%
AGE 30-39	1938	14.0%
AGE 40-49	4298	31.1%
AGE 50-59	5456	39.5%
AGE 60-69	1328	9.6%
AGE 70 AND UP	73	0.5%
EDUCATION		
DOCTORS DEGREES	658	4.8%
MASTERS DEGREES	2972	21.5%
BACHELORS DEGREES	5009	36.2%
SUPERVISOR RATIO		
SUPERVISORS	1780	
SUPERVISORS RATIO	6.8 TO 1	
DIVERSITY		
NATIVE AMERICAN	231	1.7%
ASIAN	589	4.3%
AFRICAN AMERICAN	1389	10.0%
HISPANIC	921	6.7%
WHITE	10692	77.4%
SPECIAL		
DISABILITY	871	6.3%
VETERANS	2831	20.5%



**Figure: DOE At-A-Glance**

The above tables, charts and corresponding graphs give an overall depiction of the workforce at DOE at the end of FY 2005. The information covers distribution of pay plans and grades, overall retirement eligibility, highest educational level, age and diversity. A more detailed examination of the demographics is elaborated in the following sections of this report.

## Human Capital Strategic Challenges and Strategies



**Chart: Year-to-Year Trends**

The trends in staffing at DOE since FY 2000 show a slight increase through FY 2002 and then decreasing through FY 2005, with a decrease of 8.11% since the end of FY2002. The decreases can be attributed to organizational changes occurring during FY 2003 resulted in mass transfers and departmental reorganizations prompted by the National Nuclear Security Act, which created the National Nuclear Security Administration within DOE. There were many instances of staff not accepting directed reassignments and an overall reduction of staff at the end of FY 2003 and FY 2004. Other factors such as early retirement and buyouts also occurred during this time.

### Department of Energy Breakdown

The charts below provide a detailed breakdown by the divisions and their 1<sup>st</sup> Tier functions. Clearly the largest group for the Power Administrations are Power Management staff (42.8%), followed by Infrastructure and Programmatic Staff.

DEPARTMENT OF ENERGY ORGANIZATIONAL PROFILE					
DOE DIVISION	MANAGEMENT	INFRASTRUCTURE	PROGRAMATIC	POWER MANAGEMENT	TOTAL
<b>Power Administration</b>					
Southeast Power Administration	1 2.4%	21 50.0%	4 9.5%	16 38.1%	42 0.9%
Southwest Power Administration	6 3.4%	44 25.3%	30 17.2%	94 54.0%	174 3.8%
Bonneville Power Administration	68 2.2%	933 30.8%	845 27.9%	1181 39.0%	3027 65.7%
Western Area Power Administration	39 2.9%	324 23.7%	322 23.6%	682 49.9%	1367 29.7%
<b>POWER Administration Total</b>	<b>114 2.5%</b>	<b>1322 28.7%</b>	<b>1201 26.1%</b>	<b>1973 42.8%</b>	<b>4610 100.0%</b>

**Table: DOE Organizational Profile**

## Human Capital Strategic Challenges and Strategies

Management comprises the lowest percentage of Power Administration staff (2.5%), and the Power Administration management function ranks the lowest in Management staff at the four DOE programmatic areas.

Headquarters provides overall management, policy, and support for DOE Programs. Infrastructure comprises 55.9% of the functional areas of the Department of Energy Headquarters Division, which include the functions of, Budget Financial, Legal, Human Resources, Information Technology, and security, safety and health oversight. The largest organizational element (at the time of the data analysis) is the Office of Management, Budget and Evaluation with 26.4% of the workforce at Headquarters (the organization has since reorganized).

DEPARTMENT OF ENERGY ORGANIZATIONAL PROFILE					
DOE DIVISION	MANAGEMENT	INFRASTRUCTURE	PROGRAMATIC	POWER MANAGEMENT	TOTAL
<b>Headquarters</b>					
Office of the Secretary of Energy	16 59.3%	11 40.7%	0 0.0%	0 0.0%	27 1.2%
General Counsel	6 4.0%	141 94.6%	2 1.3%	0 0.0%	149 6.7%
Office of the Inspector General	8 3.0%	192 73.0%	63 24.0%	0 0.0%	263 11.9%
Assistant Secretary For Congressional and	7 29.2%	16 66.7%	1 4.2%	0 0.0%	24 1.1%
Office of Hearings and Appeals	3 10.7%	24 85.7%	1 3.6%	0 0.0%	28 1.3%
Office of Public Affairs	3 17.6%	14 82.4%	0 0.0%	0 0.0%	17 0.8%
Office of Economic Impact and Diversity	7 21.9%	18 56.3%	7 21.9%	0 0.0%	32 1.4%
Office of Security and Safety Performance Management	25 10.4%	31 12.9%	185 76.8%	0 0.0%	241 10.9%
Office of Management, Budget and Evaluation	43 7.4%	463 79.3%	78 13.4%	0 0.0%	584 26.4%
Chief Information Officer	10 10.3%	63 64.9%	24 24.7%	0 0.0%	97 4.4%
Office of the Departmental Representative to the DNFSB	1 25.0%	0 0.0%	3 75.0%	0 0.0%	4 0.2%
Assistant Secretary For Envir. Safety and Health	19 9.6%	37 18.7%	142 71.7%	0 0.0%	198 8.9%
Office of Intelligence	2 3.3%	17 27.9%	42 68.9%	0 0.0%	61 2.8%
Office of the Secretary of the Energy Advisory Board	2 50.0%	1 25.0%	1 25.0%	0 0.0%	4 0.2%
Office of CounterIntelligence	2 7.4%	9 33.3%	16 59.3%	0 0.0%	27 1.2%
Office of the Administrator, EIA	13 3.6%	174 48.2%	174 48.2%	0 0.0%	361 16.3%
Assistant Secretary for Policy and International Affairs	12 12.4%	26 26.8%	59 60.8%	0 0.0%	97 4.4%
<b>DOE Headquarters Total</b>	179 8.1%	1237 55.9%	798 36.0%	0 0.0%	2214 100.0%

**Table: DOE Organizational Profile**

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## Human Capital Strategic Challenges and Strategies

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Programmatic Functions comprise 36% and Management 8.1% of DOE workforce at Headquarters. Management functions at Headquarters comprise the largest percentage of management functions throughout all of DOE divisions at 8.1%. Management functions at the Power Administrations comprise only 2.5% of their workforce functions, while management functions at Program Offices comprise 6.6% of their workforce functions and NNSA 6.4% of their divisional functions.

The Programs and Field Offices at the Department of Energy are the various offices conducting the primary missions of DOE. The workforce at these locations is primarily comprised of programmatic staff, which includes 2<sup>nd</sup> Tier functions such as Safety and Health, Science and Engineering, Environmental Management. Programmatic functions comprise 53% of the workforce.

## Human Capital Strategic Challenges and Strategies

DEPARTMENT OF ENERGY ORGANIZATIONAL PROFILE					
DOE DIVISION Programs	MANAGEMENT	INFRASTRUCTURE	PROGRAMATIC	POWER MANAGEMENT	TOTAL
Office of Civilian Radioactive Waste Management	25 14.1%	53 29.9%	99 55.9%	0 0.0%	177 3.9%
Office of Electricity Delivery and Energy Reliability	5 11.9%	8 19.0%	29 69.0%	0 0.0%	42 0.9%
Office of Legacy Management	7 10.4%	32 47.8%	28 41.8%	0 0.0%	67 1.5%
Office of Nuclear Energy, Science and Technology	12 9.0%	31 23.3%	90 67.7%	0 0.0%	133 2.9%
Idaho Operations Office	26 9.1%	82 28.7%	178 62.2%	0 0.0%	286 6.3%
Office of Science	66 5.8%	523 25.0%	542 25.0%	0 0.0%	1131 25.0%
Assistant Secretary for Fossil Energy	16 6.8%	63 2.8%	157 7.0%	0 0.0%	236 5.2%
National Energy Technology Laboratory	7 1.3%	175 3.1%	363 6.5%	0 0.0%	545 12.1%
Office of Project Manager, Strategic Petroleum Reserve	3 3.3%	42 46.2%	46 50.5%	0 0.0%	91 2.0%
Naval Petroleum Reserves in Colorado, Utah and Wyoming	1 7.7%	5 38.5%	7 53.8%	0 0.0%	13 0.3%
Assistant Secretary for Energy Efficiency and Renewable Energy	29 7.1%	217 53.4%	160 39.4%	0 0.0%	406 9.0%
Golden Field Office	1 1.1%	52 57.1%	38 41.8%	0 0.0%	91 2.0%
Environmental Management	58 19.6%	123 41.6%	43 14.5%	72 24.3%	296 6.6%
Albuquerque Operations Office	0 0.0%	0 0.0%	25 100.0%	0 0.0%	25 0.6%
Richland Operations Office	21 5.9%	102 28.7%	233 65.4%	0 0.0%	356 7.9%
Savannah River Operations Office	5 1.4%	128 36.8%	215 61.8%	0 0.0%	348 7.7%
Nevada Operations Office	2 7.7%	3 11.5%	21 80.8%	0 0.0%	26 0.6%
Consolidated Business Office	4 4.0%	68 67.3%	29 28.7%	0 0.0%	101 2.2%
OHIO Field Office	4 9.8%	6 14.6%	31 75.6%	0 0.0%	41 0.9%
Carlsbad Field Office	3 7.3%	13 31.7%	25 61.0%	0 0.0%	41 0.9%
Portsmouth Paducha Field Office	3 10.7%	10 35.7%	15 53.6%	0 0.0%	28 0.6%
Rocky Flats Field Office	0 0.0%	3 14.3%	18 85.7%	0 0.0%	21 0.5%
Oakland Operations Office	0 0.0%	3 18.8%	13 81.3%	0 0.0%	16 0.4%
Program Offices Total	298 6.6%	1739 38.5%	2392 53.0%	72 1.6%	4517 100.0%

**Table : DOE Organization Profile**

NNSA appears to have an even distribution between Programmatic and Infrastructure functions as compared to other DOE elements. Similar to the DOE Program and Field Offices, various sites offices are located throughout the United States where they conduct the primary mission functions of NNSA.

## Human Capital Strategic Challenges and Strategies

DOE DIVISION NNSA	MANAGEMENT	INFRASTRUCTURE	PROGRAMATIC	POWER MANAGEMENT	TOTAL
Administrator for National Nuclear Security Administration	23 37.7%	19 31.1%	19 31.1%	0 0.0%	61 2.5%
Deputy Administrator for Defense Nuclear Programs	25 3.8%	420 63.3%	219 33.0%	0 0.0%	664 26.8%
Deputy Administrator for Nuclear Non-Proliferation	21 8.9%	24 10.2%	191 80.9%	0 0.0%	236 9.5%
Deputy Administrator for Naval Reactors	19 29.2%	9 13.8%	37 56.9%	0 0.0%	65 2.6%
Associate Administrator for Emergency Operations	7 10.3%	7 10.3%	54 79.4%	0 0.0%	68 2.7%
Associate Administrator for Infrastructure and Environment	4 17.4%	4 17.4%	15 65.2%	0 0.0%	23 0.9%
Associate Administrator for Management and Administration	12 9.8%	65 52.8%	46 37.4%	0 0.0%	123 5.0%
Associate Administrator for Defense Nuclear Security	3 13.0%	3 13.0%	17 73.9%	0 0.0%	23 0.9%
Pittsburg Naval Reactor Office	4 5.6%	39 54.2%	29 40.3%	0 0.0%	72 2.9%
Schenectady Naval Reactors Office	2 3.3%	32 53.3%	26 43.3%	0 0.0%	60 2.4%
Y-12 Site Office	1 1.3%	14 17.5%	65 81.3%	0 0.0%	80 3.2%
Pantex Site Office	4 4.7%	13 15.1%	69 80.2%	0 0.0%	86 3.5%
Sandia Site Office	4 4.5%	13 14.8%	71 80.7%	0 0.0%	88 3.5%
Kansas City Site Office	1 2.0%	13 26.0%	36 72.0%	0 0.0%	50 2.0%
Los Alamos Site Office	3 2.8%	15 13.8%	91 83.5%	0 0.0%	109 4.4%
Nevada Site Office	10 10.0%	20 20.0%	70 70.0%	0 0.0%	100 4.0%
Kivermore Site Office	2 2.1%	19 20.2%	73 77.7%	0 0.0%	94 3.8%
Savannah River Site Office	1 4.8%	3 14.3%	17 81.0%	0 0.0%	21 0.8%
NNSA Service Center	12 2.6%	298 65.1%	148 32.3%	0 0.0%	458 18.5%
NNSA Total	158 6.4%	1030 41.5%	1293 52.1%	0 0.0%	2481 100.0%

**Table: Distribution between Programmatic and Infrastructure functions**

The largest sub-elements at NNSA are Defense Programs, the Service Center and the Office of Non-Nuclear Proliferation. These three sub-elements comprise 54.8% of NNSA staffing. The smallest elements are Defense Nuclear Security, Administrator for Infrastructure and the Environment

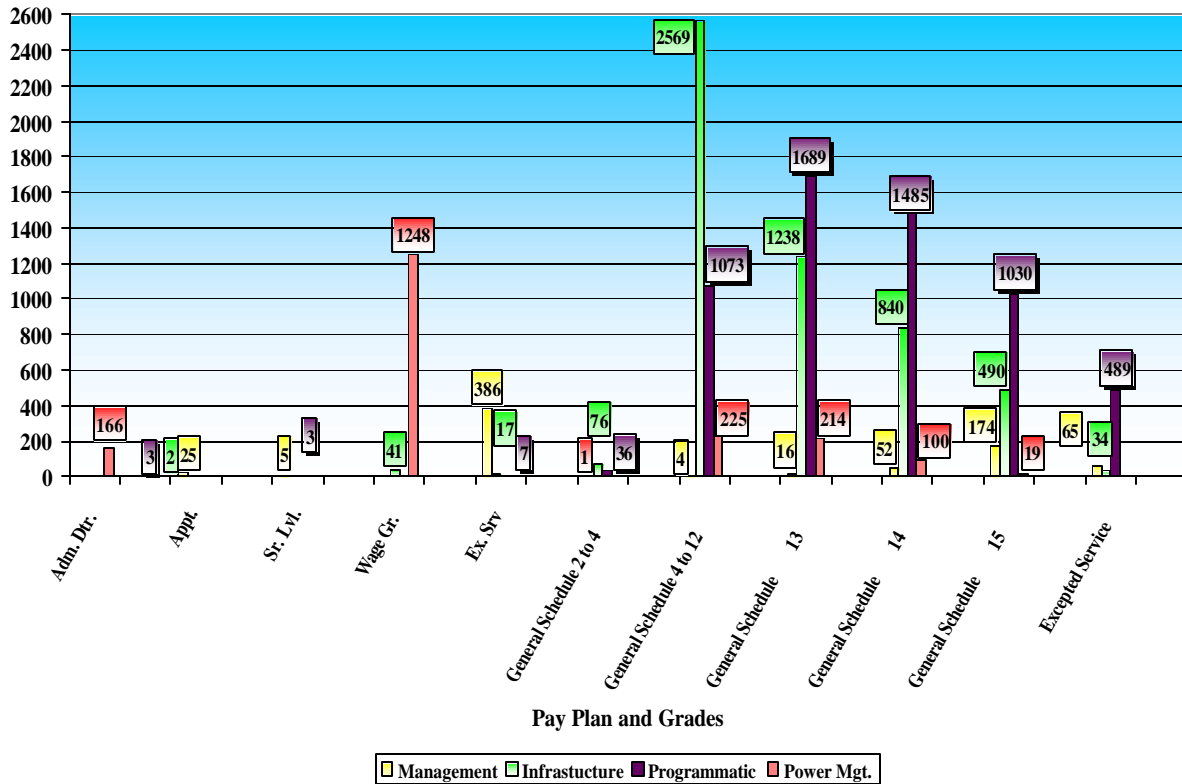
in addition to the Savannah River Site Office. These NNSA Components comprise only 1.6% of NNSA staffing.



# Human Capital Strategic Challenges and Strategies

## Departmental Functions and Pay Plans/Grades

Department of Energy  
Distribution of FTE's by Pay Plan and DOE Function

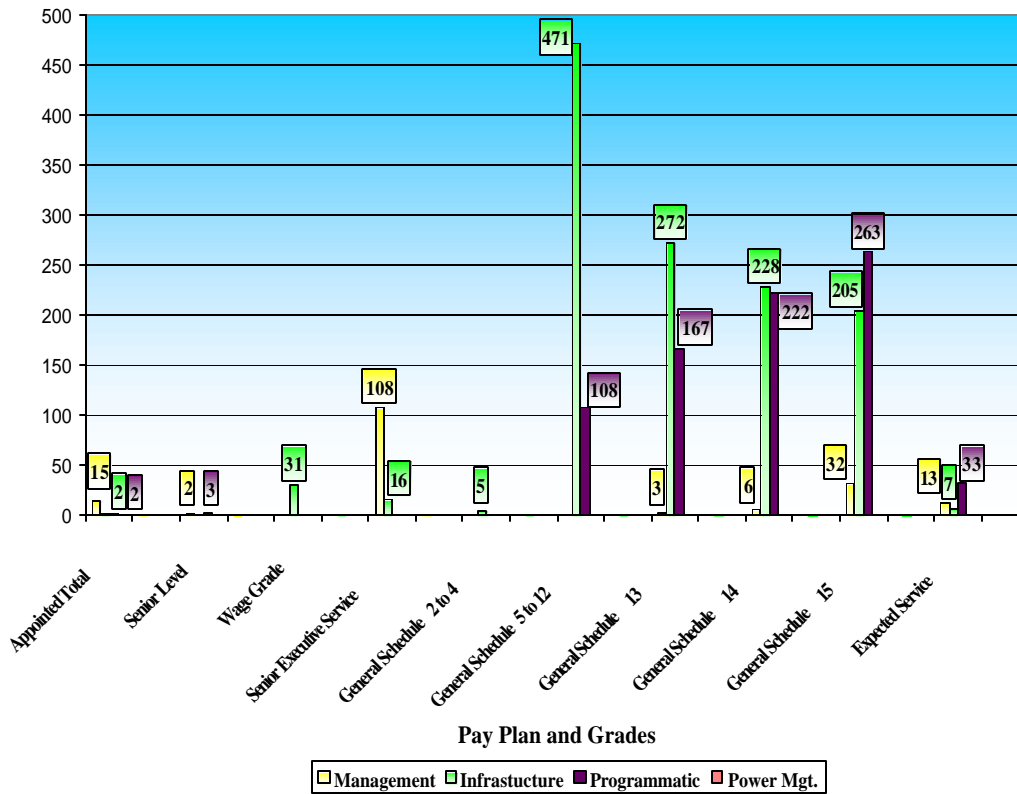


**Chart: Distribution of FTE's by Pay Plan and DOE Function**

Overall, the Department of Energy has the largest distribution of staff distribution at GS 13 and above grade levels. The largest group of staffing is the GS 4 through 12 categories. The senior pay plans (Excepted Service and SES) comprise 7.3% of the workforce. The largest single grade is GS 13 comprising 22.8% of the workforce. Overall, management comprises 5.3% of the workforce, Infrastructure 38.4%, Programmatic 42.1% and Power Management comprises 14.3% of the workforce.

# Human Capital Strategic Challenges and Strategies

## Department of Energy Headquarters Distribution of FTE's by Pay Plan and DOE Function

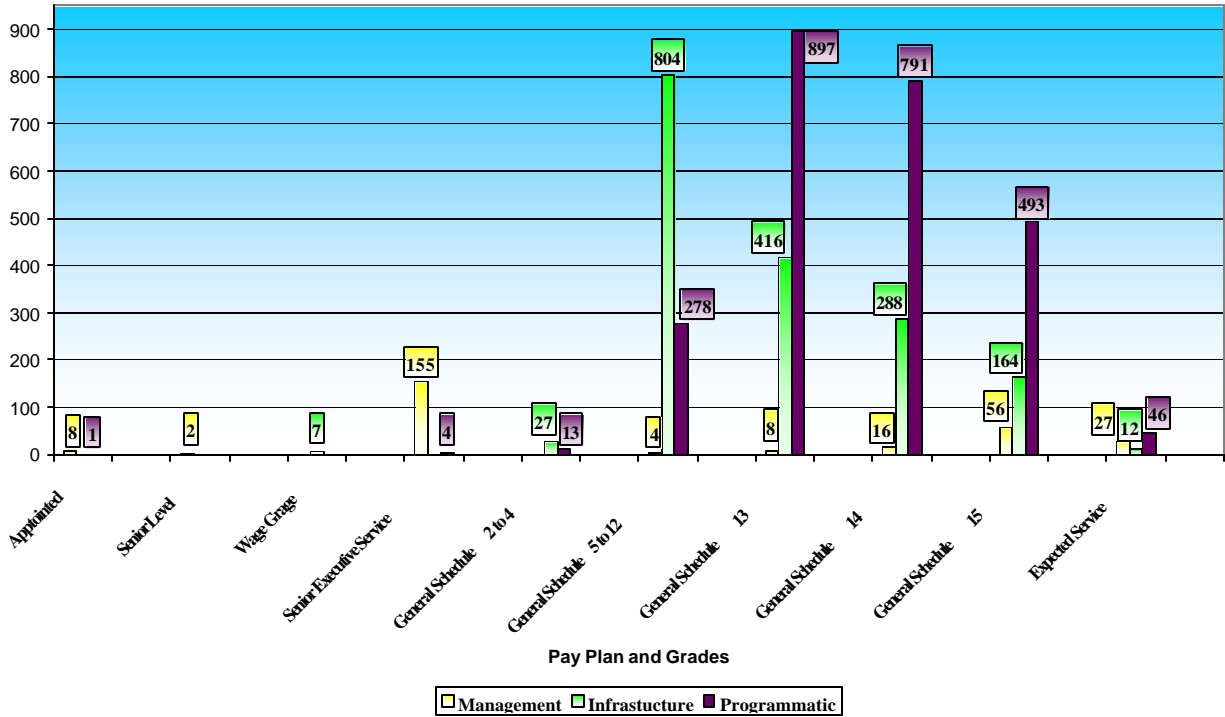


**Chart: DOE Headquarters Distribution of FTE's by Pay Plan and DOE Function**

The distribution of grades at Headquarters is similar to overall DOE, except the largest pay plan is GS 15. A steady decline in numbers is noted through GS 12. Headquarters comprises the second largest percentage of SES personnel 30.8% and the smallest group of Excepted Service personnel. The largest pay grade group is the GS 4-12 group. Programmatic and Infrastructure functions comprise the majority of pay grades GS 12 -15, while management makes up the smaller number of the functions. Senior Executive Services (SES) comprises the largest number of management positions.

# Human Capital Strategic Challenges and Strategies

**DOE Program and Field Offices  
Distribution of FTE's by Pay Plan and DOE Functions**

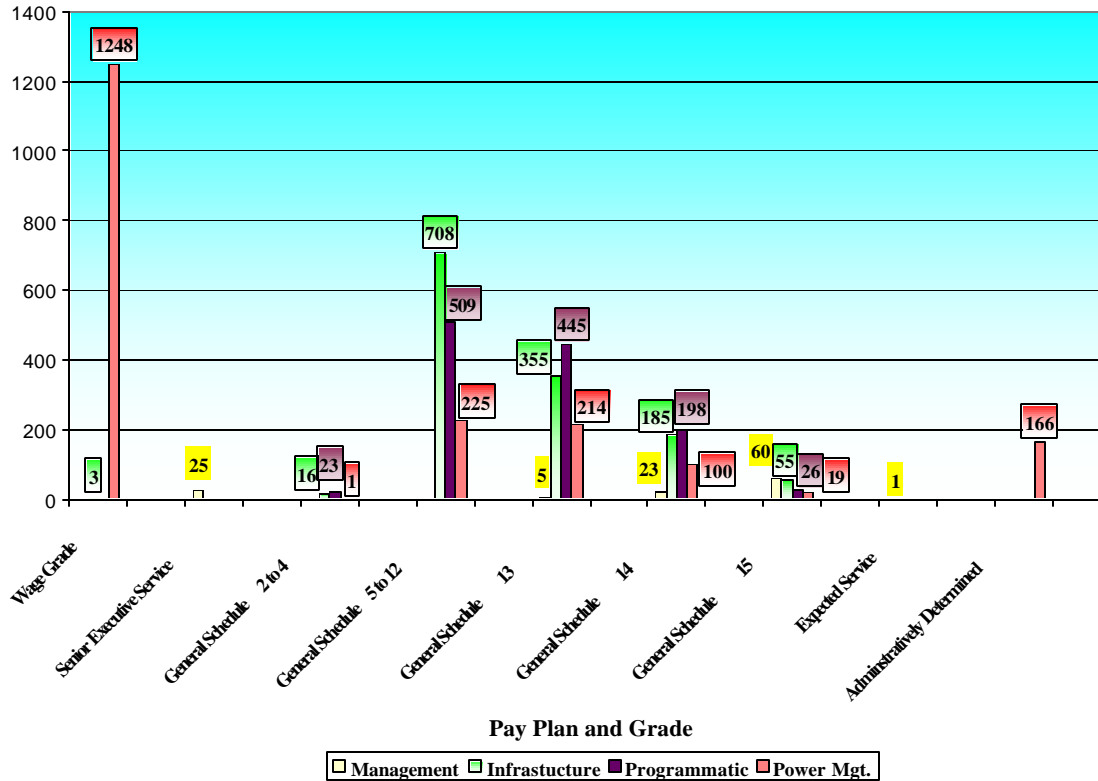


**Chart: DOE Program and Field Offices Distribution of FTEs by Pay Plan and DOE Functions**

The DOE Programs including their Field Offices have the largest number of combined staff at the GS 13 through GS 15 grades. This division also comprises the largest percentage of SES personnel at DOE with 38.8% of the staff. The distribution is similar to other divisions with Infrastructure and Programmatic functions comprising most grades GS 12-15. SES personnel comprise the largest number of management functions. There are more Excepted Service personnel at the Programs and Field Offices division than at headquarters. This division however ranks second to NNSA, which has the largest group of Excepted Service personnel at the Department of Energy.

## Human Capital Strategic Challenges and Strategies

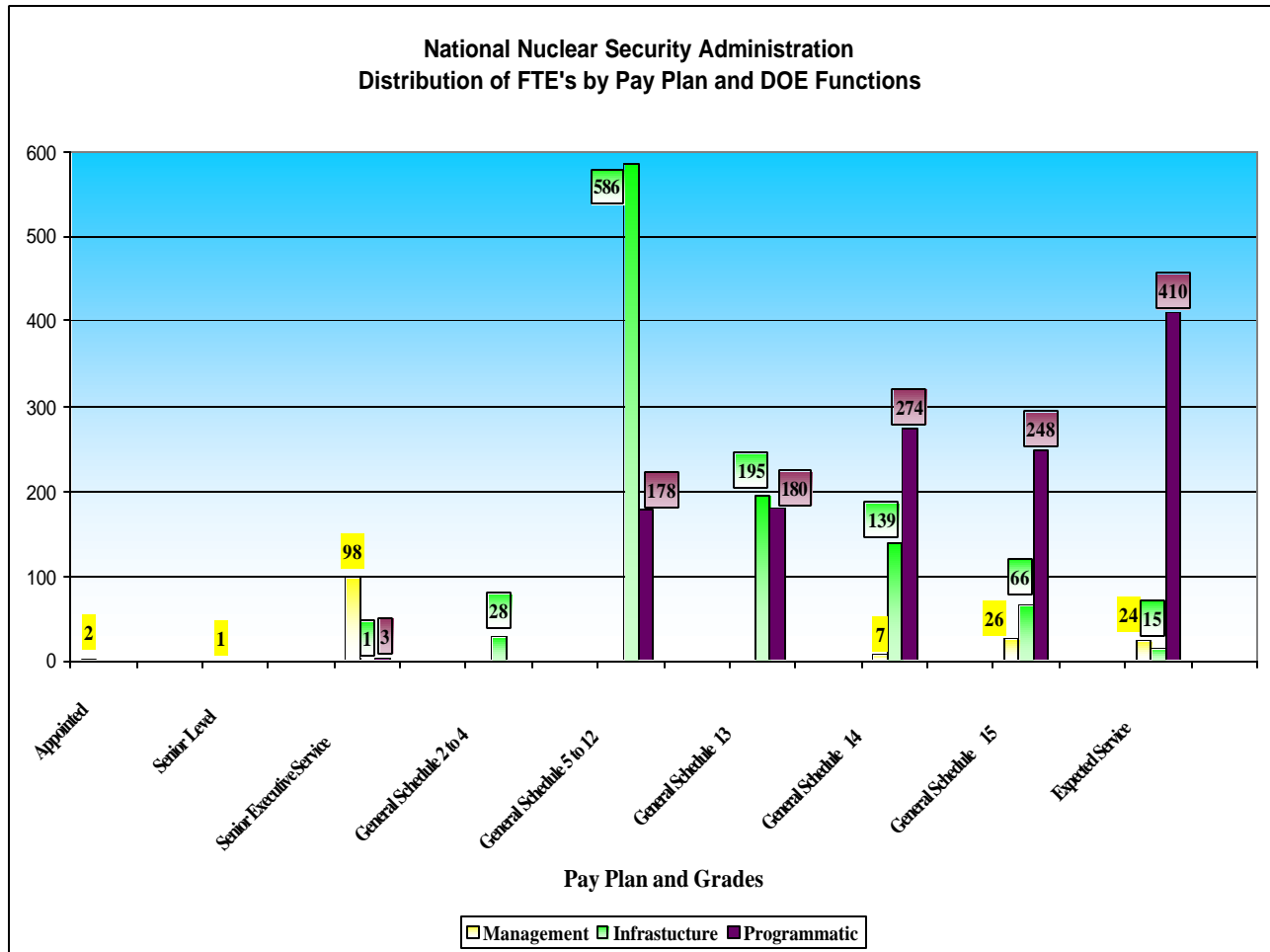
Department of Energy Power Administration  
Distribution of FTE's by Pay Plan and DOE Function



**Chart: DOE Power Administration Distribution of FTE's by Pay Plan and DOE Function**

The Power Administrations are comprised mainly of Wage grade personnel. These individuals make up the majority of technical personnel such as Power Control specialist, Power Converter and Lineman that operate power generation and distribution. These types of positions also comprise over 95% of the administratively determined personnel. The Power Administrations differ somewhat from other DOE elements as they actually produce a product, electricity, while the other divisions primarily conduct research and provide oversight to a large array of contractors, which develop the product or service. The Power Administration staff is clustered at the lower end of the pay grades as compared to other DOE divisions. The requirement of labor and less management, account for the different distributions in pay grades within this division.

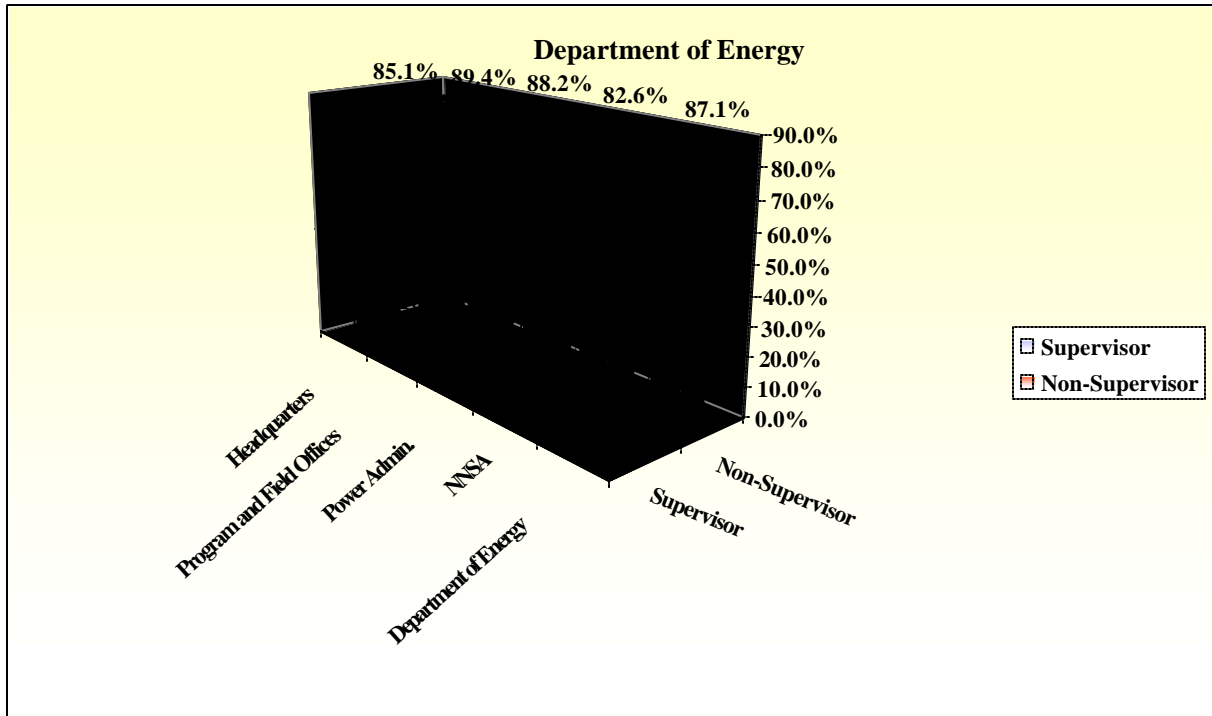
## Human Capital Strategic Challenges and Strategies



**Chart: National Nuclear Security Administration Distribution of FTE's by Pay Plan and DOE Functions**

NNSA has a similar distribution in pay grades as the DOE Program and Field Offices, except for excepted service personnel. NNSA comprises the vast majority of these positions with 75% of excepted service personnel at NNSA. NNSA seems to have more management personnel located at the GS14-15 level, than other DOE divisions, however not in significant numbers. This division also appears to have a larger proportion of staff located at the GS12-Excepted Service level. Infrastructure and Programmatic functions make up the majority of functions similar to DOE Programs and Field Offices.

## Supervisory Profile



**Chart: Supervisory Profile**

The division with the largest percentage of supervisors as a percentage of the total workforce is NNSA with 17.4% of staff listed as supervisors. The Program and Field Offices have the lowest percentage at 10.6%. The graph below gives the overall numerical picture of supervisors by division.

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## Human Capital Strategic Challenges and Strategies

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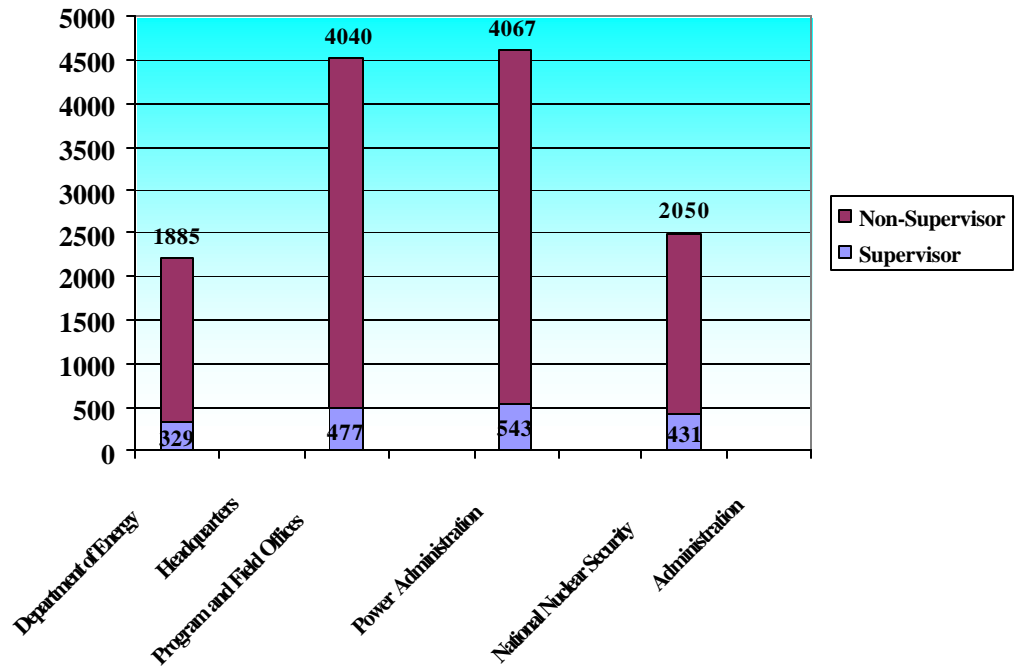
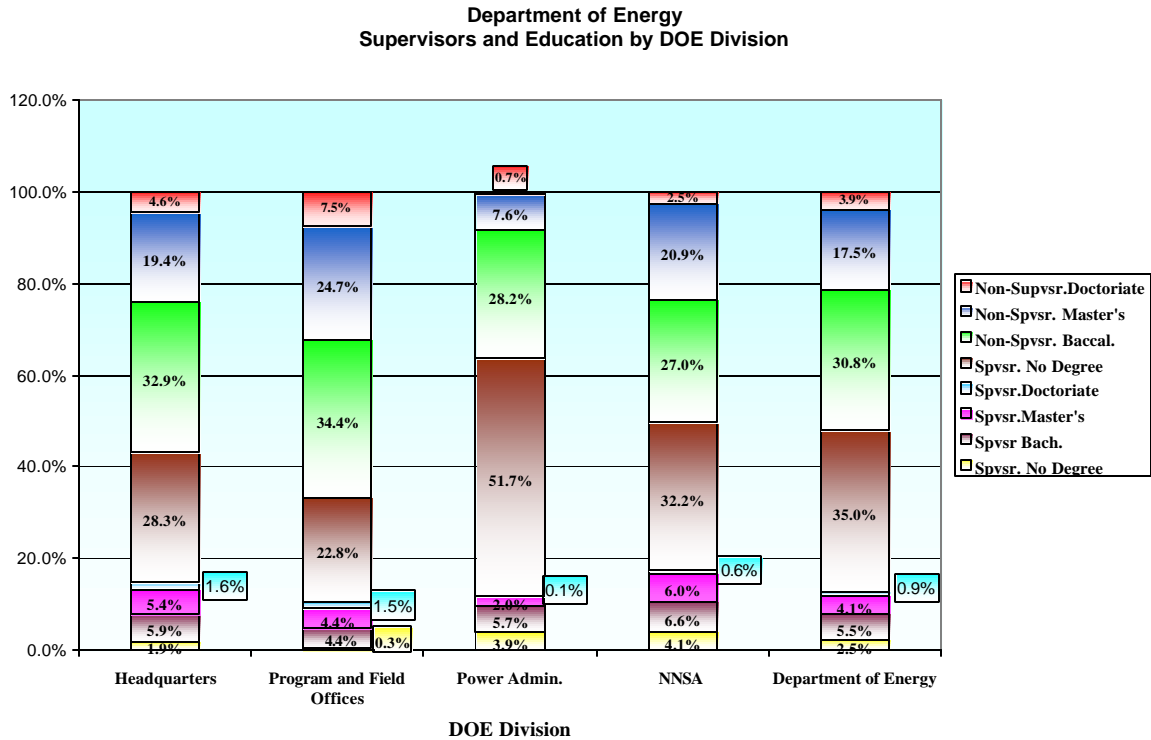


Chart: Supervisory Profile

# Human Capital Strategic Challenges and Strategies

## Education and Supervisory Profile



**Chart: Supervisors and Education by DOE Division Profile**

This table above elaborates on the education by highest degree level achieved but adds DOE Division perspective. This table provides an interesting perspective on supervisors and non-supervisors and their corresponding education. The smallest group, with the highest degree in the supervisory ranks is PhD level educated personnel. The largest group of supervisors is Bachelor and Master level educated personnel.

## Diversity

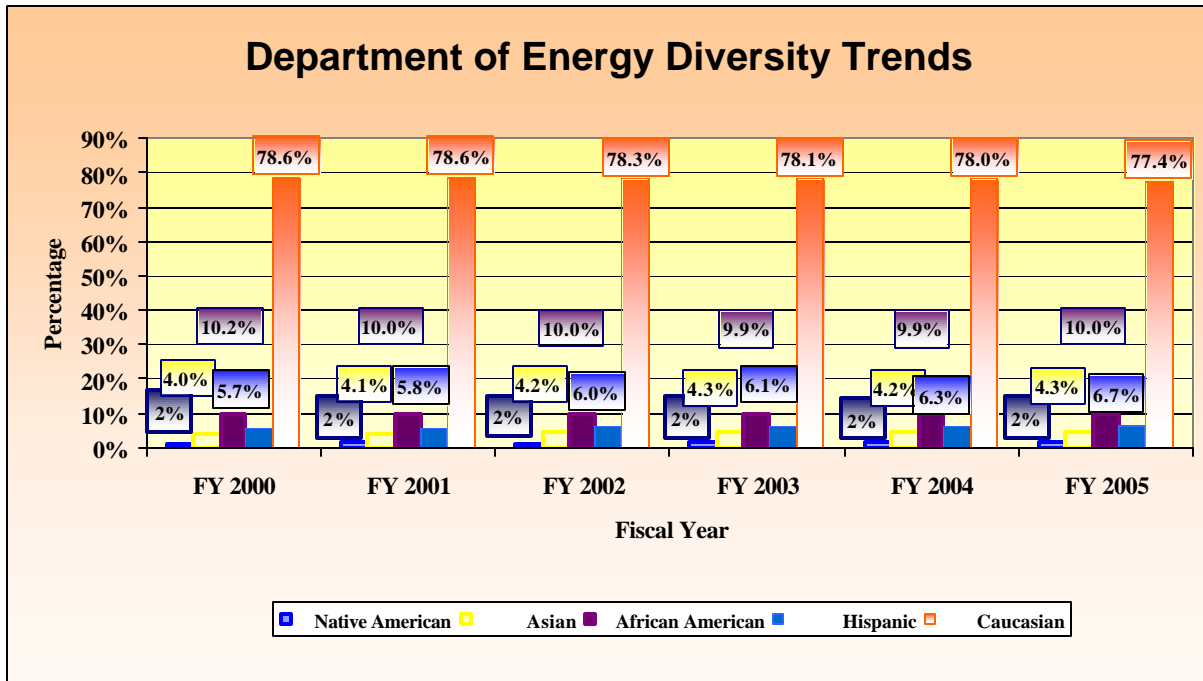
	Native American		Asian		African American		Hispanic		Non-Minority		Total	Gender	Total
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	FTE's
Total No Degree	53	60	62	35	580	153	238	206	1674	2121	2608	2575	5183
	1.0%	1.2%	1.2%	0.7%	11.2%	3.0%	4.6%	4.0%	32.3%	40.9%	50.3%	49.7%	37.5%
Total Baccalueriate	18	55	80	142	244	196	112	200	1162	2800	1616	3393	5009
	0.4%	1.1%	1.6%	2.8%	4.9%	3.9%	2.2%	4.0%	23.2%	55.9%	32.3%	67.7%	36.2%
Total Masters	12	26	36	140	105	92	52	96	559	1854	764	2208	2972
	0.4%	0.9%	1.2%	4.7%	3.5%	3.1%	1.7%	3.2%	18.8%	62.4%	25.7%	74.3%	21.5%
Total Doctoriate	2	5	13	81	5	14	5	11	88	434	113	545	658
	0.3%	0.8%	2.0%	12.3%	0.8%	2.1%	0.8%	1.7%	13.4%	66.0%	17.2%	82.8%	4.8%
Total Education	85	146	191	398	934	455	407	513	3483	7209	5101	8721	13822
	0.6%	1.1%	1.4%	2.9%	6.8%	3.3%	2.9%	3.7%	25.2%	52.2%	36.9%	63.1%	100.0%

**Table: Education and Diversity Trends**

The table above outlines education and diversity.

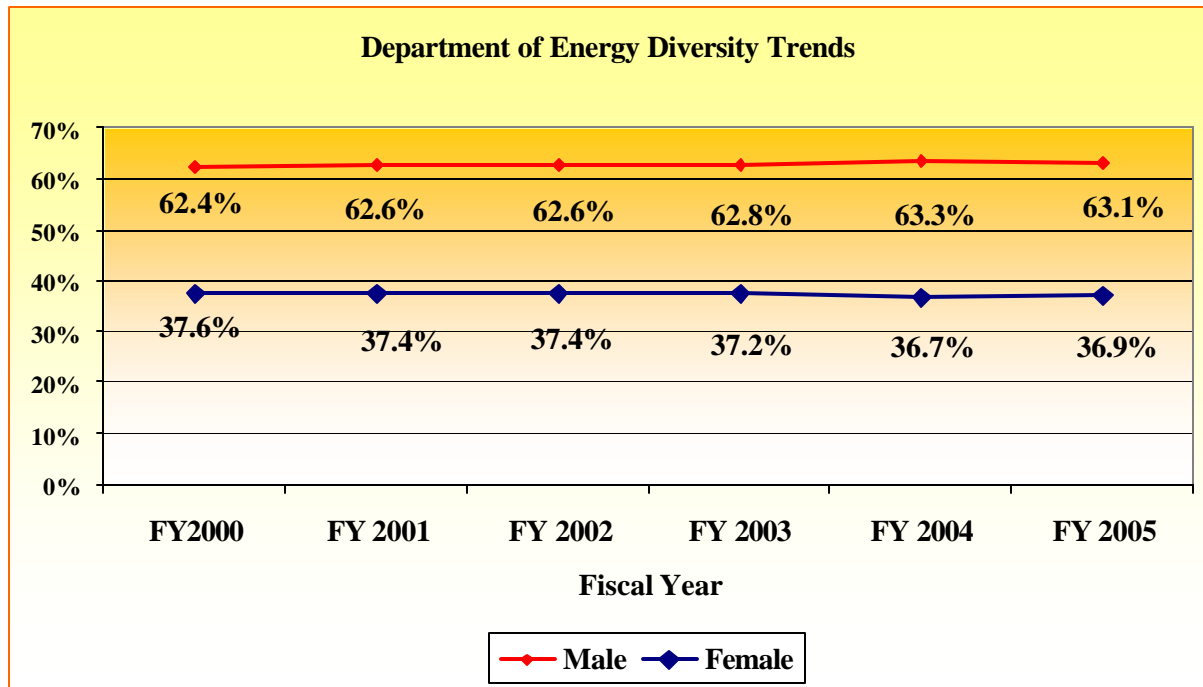


## Human Capital Strategic Challenges and Strategies



**Chart: DOE Diversity Trends**

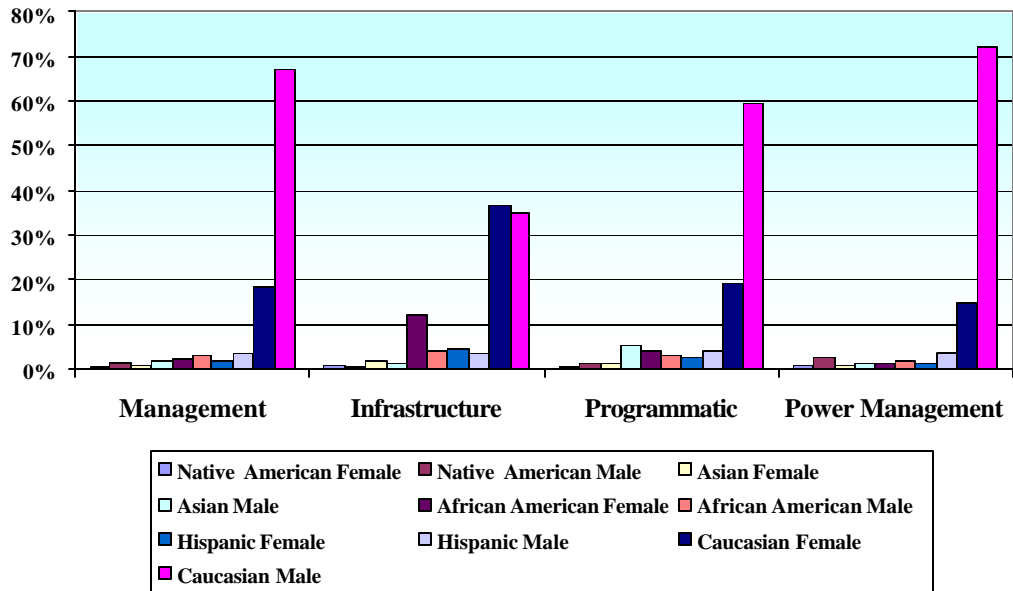
The trends in diversity at DOE have remained relatively flat since FY 2000. There has been a slight gain in the Hispanic and Asian population. Male and female populations also have remained relatively flat.



**Chart: DOE Diversity Trends**

# Human Capital Strategic Challenges and Strategies

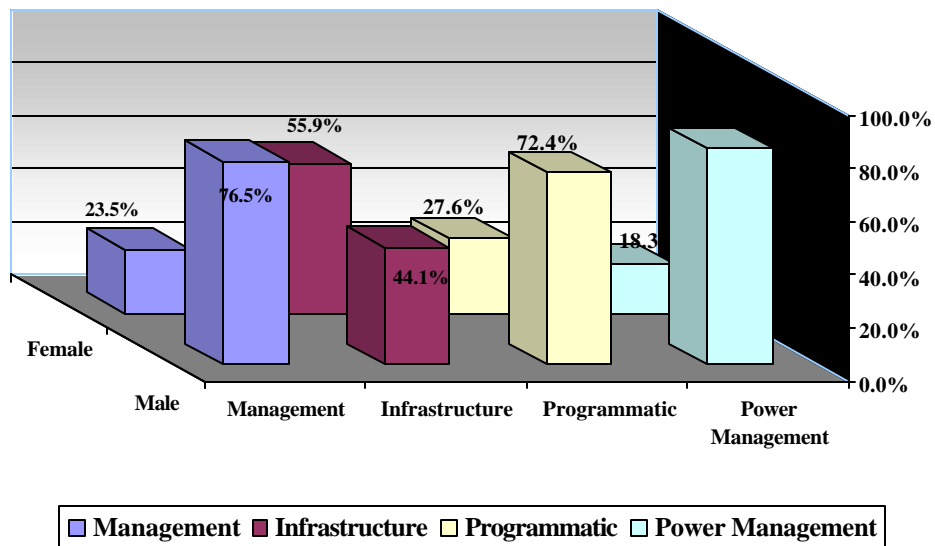
## Department of Energy Diversity Profile FY 2005 Ethnicity and Gender by DOE Function



**Chart: DOE Diversity Profile FY2005: Ethnicity and Gender by DOE Function**

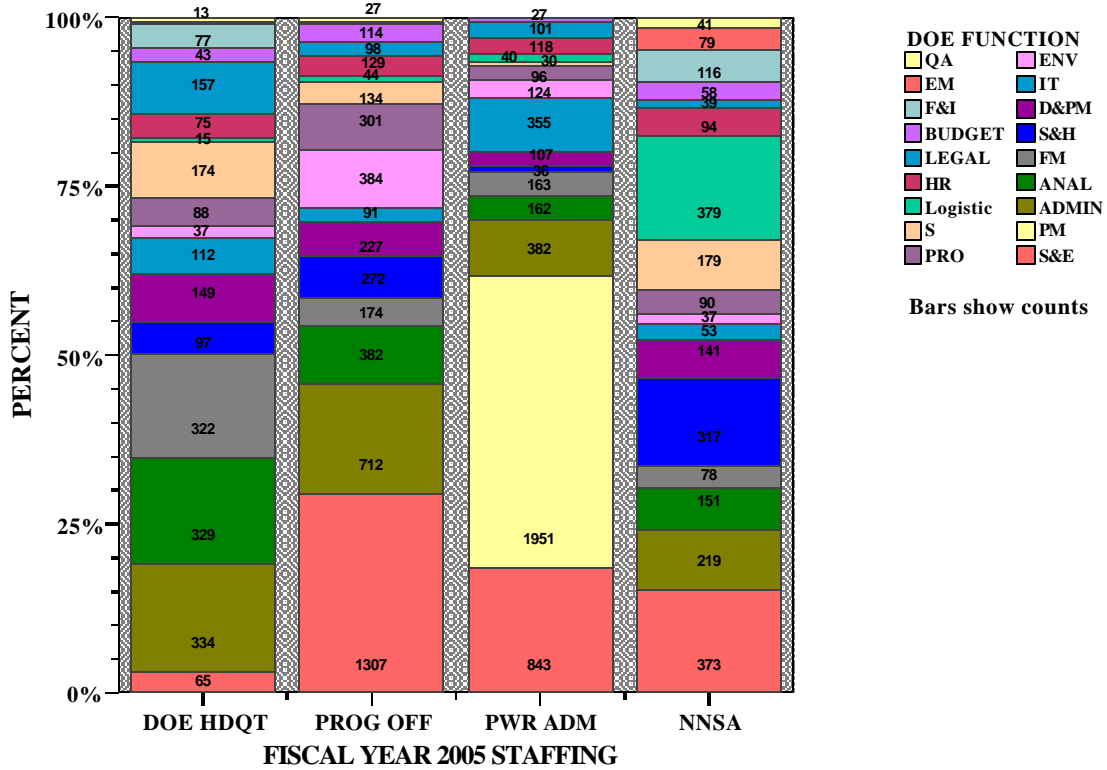
Caucasian males comprise a large percentage of staff at all functional levels except Infrastructure. Caucasian females and females overall, comprise the largest percentage of Infrastructure staff.

## Department of Energy Diversity Profile Gender by DOE Functions



**Accessions and Attrition**

U.S. Department of Energy  
FY 2005



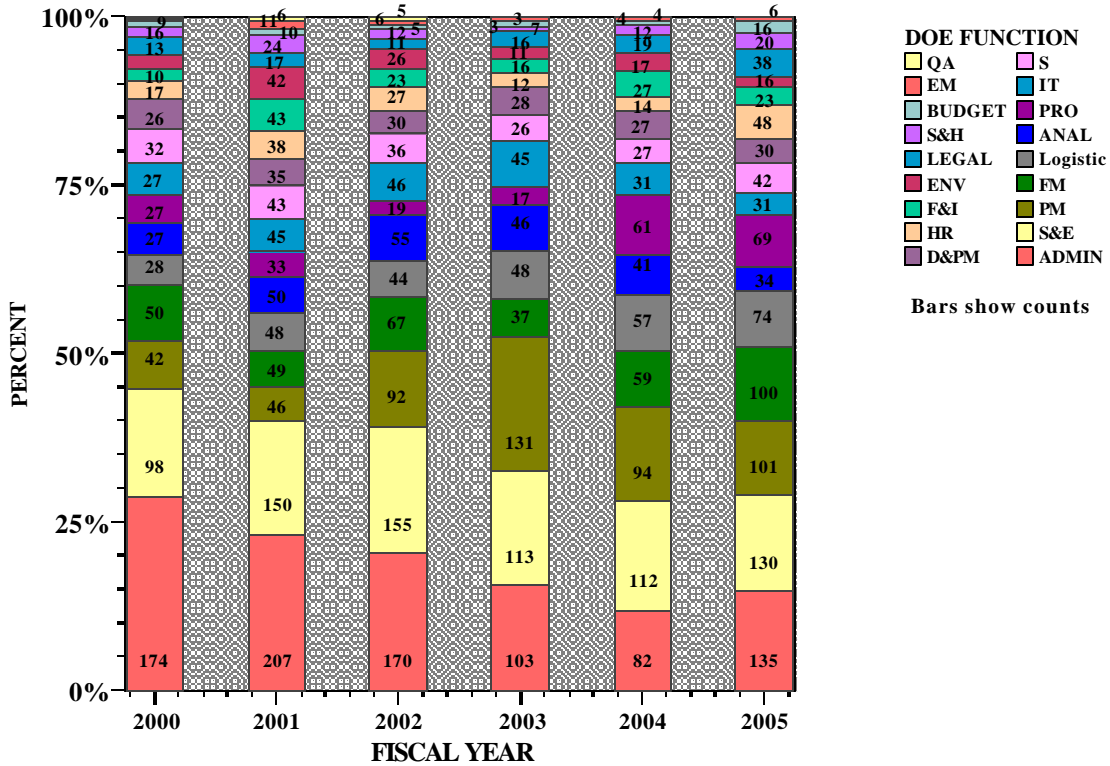
**Chart: DOE FY2005 Staffing by Function**

The chart above depicts the current staffing of DOE as a function of their 2<sup>nd</sup> Tier DOE Function. Any function with a count under five was omitted from the chart. Aviators, FAC, PA, INSP and advisors are omitted from the charts.

# Human Capital Strategic Challenges and Strategies

## FTE Accessions

U.S. Department of Energy Accessions  
FY 2000 to 2005

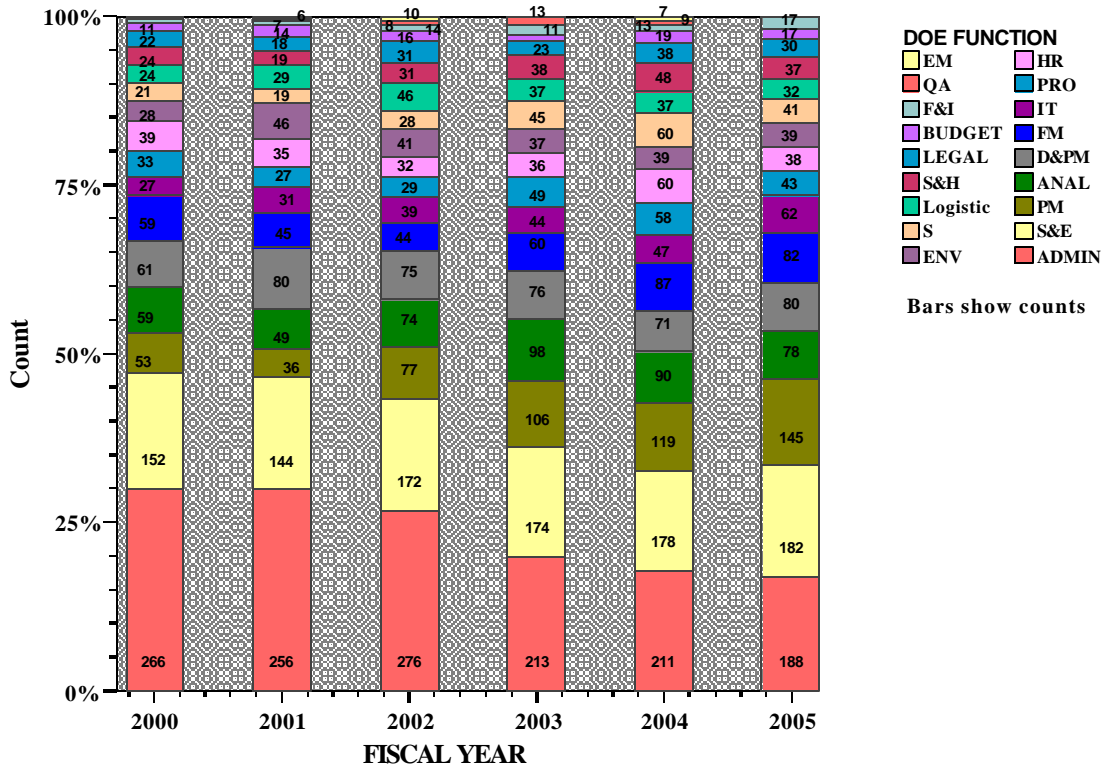


**Chart: DOE Accessions**

The above chart depicts the trends in Accessions since FY 2000. Any function with a count of less than 5 was omitted from the chart. Aviators, FAC, PA, INSP and advisors are omitted from the charts. The three largest groups for FTE gains are Administration, Science and Engineering and Power Management staff.

# Human Capital Strategic Challenges and Strategies

## FTE Attrition



**Chart: FTE Attrition**

The above chart depicts the attrition pattern since FY 2000 to present. Any function with a count less than 5 was omitted from the chart. Aviators, FAC, PA, INSP and advisors are omitted from the charts. The three largest groups of functional area for attrition are the same as accessions, Administration, Science and Engineering and Power Management staff. However, attrition exceeds accessions in all three of these major groups resulting in net losses. Net losses in FTE's for logistics are also evident. The remaining functional groups and their trends +/- in FTE's will be elaborated further in the report.

## **IV. Human Capital Management Challenges and Strategies**

The success of DOE in achieving its human capital mission, goals, and objectives is heavily dependent on a rigorous workforce planning process. This concept for conducting workforce planning activities by DOE' major business units and links these efforts with the DOE Strategic Planning, Budgeting and Performance Management Cycle is greater need. As part of this process, each major business unit should be required to conduct an annual assessment of their internal and external environment to identify, trends, issues, and problems that affect their HCM programs and activities and then develop strategies to address them. Then those concerns need to be rolled-up to determine the major challenges and issues that DOE will face from a corporate standpoint. This process has identified the following Corporate-level challenges and issues impacting DOE over the next five years:

### **Overview of Human Capital Strategy**

The DOE Human Capital Strategy is a coherent framework of policies, programs, and practices designed to achieve our shared vision of human capital management. The Human Capital Strategy is aligned with the Department of Energy's mission, goals, and organizational objectives and is integrated into the Strategic Planning Budgeting and Performance Measurement process. Driven by Environmental factors and Business Imperative, our Human Capital Strategy is organized around four imperatives. They are:

- **Plan.** Planning gives long-term direction to set of integrated HR policy and program initiatives. These initiatives focus on creating the right work environment and HR management flexibility to enhance agency performance and to more effectively utilize the skills of employees and leaders.
- **Investment.** Our strategic view is that our employees are our most important asset. This imperative will ensure that we literally spent the right resources to offering world-class training and development to all employees and leaders. This means providing our employees with practical, business based knowledge, delivered by cutting edge information training technology, in partnership with nation best educational institutions.
- **Renewal.** Our organization needs to become an "employer of choice" for current and future employees. This needs to be do through monetary incentives, relationship management of our recruits, aggressive marketing of the strengths of our organization as a place to learn and grow for our candidates-internally and externally. Our overall focus will be on the importance of our jobs to the nation, the quality of our training to help employees, and the personal growth opportunities.
- **Performance.** To ensure that have the right tools and performance support to ensure that managers and employees clearly see the linkage between what they do and the DOE mission and goals, we will reinforce and reward them in a systematic way based on their mission related contributions

These strategic imperatives revolve around our Human Resources (HR) Life-Cycle management concept. Our plan addresses significant HR activities/Strategies within the context of each life-cycle phase and will identify any strategy or initiative that Human Capital is sponsoring or managing for the entire Department of Energy.

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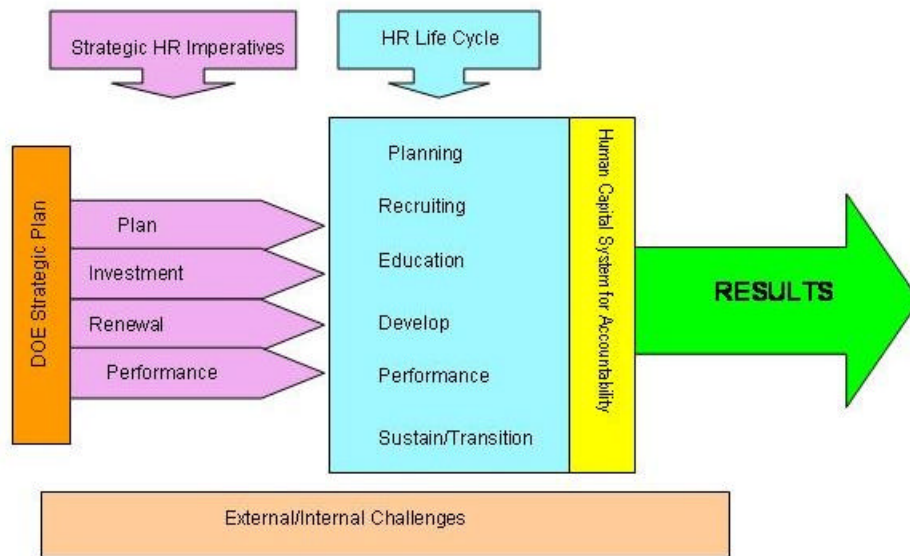
## Human Capital Strategic Challenges and Strategies

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The Figure below represents the direct relationship between the Business Drivers (Strategic Themes from DOE Strategic Plan) Strategic HR Imperatives and each component of HR Life-Cycle management.

### Strategic HR Imperatives Influence HR Life-Cycle Management



### Critical Challenges and Strategies

**Issue 1 – Critical Loss of Talent and Recruitment of Talent.** The workforce has large numbers of individuals in key job positions at or near retirement. This fact necessitates action with regard to all components of human resources life cycle management. Of special concern are the pending losses of personnel in occupations and continuing innovative results to recruitment that assure that our Department meets the challenges of Energy Security, Nuclear Security, Scientific Discovery, Environmental Responsibility and Management Excellence throughout our employees in both federal and contractors workforce.

**Issue 2 – Need for Better Forecasting of our Workforce Requirements.** The DOE is a unique organization with more challenging roles for employees and managers because number of contractor workforce. Forecasted retirement losses of managers and employees increases the demand for recruitment, training and development needed for our organization through web based workforce planning tool. Restructuring initiatives require continued use of workforce shaping measures to place qualified individuals at appropriate locations and to maximize our capabilities in meeting our strategic goals. Accordingly, our workforce needs to be flexible, proactive and resilient, able to rapidly respond to new Administration, Departmental, and organizational priorities, through the effective execution of sophisticated workforce “shaping” and change management strategies that help our employees adapt to these challenges without any adverse impact on achieving our mission and goals.

**Reponses to Issues 1 and 2:** We must have the capacity to continually replenish and “renew” our workforce, as older employees retire and new ones leave sooner, all without compromising our high entry standards. To achieve this, we must be able to (1) accurately forecast future HR requirements, (2) aggressively market the DOE as an Employer of Choice, (3) rapidly assess and appoint high quality candidates at all levels of the organization and (4) develop competencies models to assure that we are using the right set of competencies that support the tasks and behavior necessary for successful performance and business results.

Our people represent long lead-time assets; sometimes taking years to reach their full potential, and we must be prepared to make the necessary investment in their training and development. Training and development programs must enable an employee to be fully productive in a timely manner by shortening the time from entry on duty to full journey level.

Furthermore, as our mission becomes more complex, we must leverage learning technologies to facilitate achievement and maintenance of full technical competence without adversely impacting service levels and quality.



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## Human Capital Strategic Challenges and Strategies

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### Strategies:

- Purchase of an integrated workforce planning software and contract that would allow us from a corporate and individual business element perspective to compare current workforce with future requirements. This system would allow us to project the aging of our workforce in relationship to new or continuing requirements. This robust workforce planning tool would additionally help us to quantify human capital funding challenges and help us to identify non initiative driven techniques to fund human capital investment over the next five years.
- Establish/Sustain an aggressive high school/college recruitment effort steeped in principles of marketing encompassing situation analysis, recruitment strategy, financial and controls. Strengthen and extend our partnerships with key colleges and universities to promote job related opportunities in DOE. Continue to seek ways to be seen as an employer of choice for talented college and university graduates to include expanding benefit packages such as recruitment incentives and student loan repayment. Most of all establish a relationship management concept for our recruitment strategy with each potential recruit. More students want to take advantage of coaching/mentor opportunities that will come from a relationship management concept.
- Develop a plan and timetable for streamlining the hiring and staffing processes by the use of category ratings to help streamline the evaluation process.
- Design/implement a DOE wide separation data collection process/tool to assess reasons and trends for departures and retention concerns. Validate attrition projections by gathering and assessing actual data to develop a DOE wide retention strategy.
- Establish a targeted phased retirement program to induce employees in critical leadership positions or difficult-to-fill jobs to extend their association with the DOE pending the passage of legislation that would help us to establish this program.
- Better leverage of the Internet for recruiting and expand and upgrade our automation efforts. This includes the implementation of an Internet-based tool that automates the hiring process and allows for web-based assessment of job applications for foundation skills in the beginning of the process and refers of the most qualified candidate to next tier of the selection process tools. For example thru National Association web sites we can better target our recruitment activities to the audience we are trying to reach. Most new recruits are looking to join a company with the best technology, the best databases, the best access to information, and to have a continues structured training program throughout their careers, we meet and exceed this expectation.
- Establish a contract with an executive search firm to assist us in filling leadership positions across the Department along with critical pay authority to fill these vacancies.
- Enhancement of our career opportunities for our recruits and employees by partnering with OPM to begin development of competency models, occupation analysis and assessment instruments. Include the development process for a organizational wide program to assess workforce competencies.

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## Human Capital Strategic Challenges and Strategies

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- Explore the establishment of a strategic recruitment-advertising contract to help us “Brand DOE” to promote our positions to external candidates for both electronic and print approaches.
- Need to better estimate of succession planning requirements for all levels of leadership but also in those critical positions across DOE. This effort will result in developing or purchasing an automated tool and mechanism to track future and current leadership demand requirements by business elements and type of work. Our new methodology would allow proposed assignment of incumbents to positions and project attrition versus anticipated placement in order to identify the shortfalls that would drive recruitment and hiring strategies driven by our automation
- Establishment of a integrated workforce planning software and contract that would a lot from a corporate and individual business element perspective to compare current workforce with future requirements. This system would allows us to project the aging of our workforce in relation to new or continuing requirements and allow the more comprehensive planning for all of our life cycle phase with our budget and workload needs.
- Development of a strategic hiring plan for the Department from the information coming out of the integrated work planning system and key leadership decisions on our recruitment to achieve a workforce that is representative of all segments of society
- Expanded the use of annuitant re-employment authority throughout the Department. This is policy/authority initiative that would take OPM/OMB approval that would allow us to maintain a level of expertise as our workforce retires.

### **Issue 3 – Enhancing Skills Proficiency of Employees and Leadership**

The anticipated losses from recruitment, attrition and retirement will cause grade and competency gaps in our population by forecasting with our workforce planning requirements will enable us begin to develop our competencies. The essential ingredients for leadership in the DOE include vision, commitment, persistence, communication, and accountability. The DOE has placed significant emphasis on leadership selection, development, and performance in order to create a world-class leadership cadre that is diverse, inclusive, and effective. More, however, we cannot sustain this that maybe needed in the short and long term. As we continue to loose more of our experienced employees through retirement, braise ourselves for attrition to other parts of the Federal government struggling to compensate for their own retirement losses, and develop strategies to compete with the threat of greater opportunities becoming available in our expanding economy, we must continue to focus on not just the loss of bodies but the competencies and grade gaps caused by the loss. While all indications in public and private sectors it takes 2 to 3 years for new college recruits to meet their full performance level. Additionally in our managerial training program area, the challenge of leveraging change to promote employee satisfaction, business results and continuous learning depends largely on the skills of DOE leaders from first level thru Senior Executives. We have not had a continue program for many years. Managerial and Leadership development is the critical component for helping employees reach their potential for realizing DOE mission and for achieving our strategic goals.

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## Human Capital Strategic Challenges and Strategies

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### **ISSUE 4-Hire, Develop, Evaluate and Sustain Leaders based on Leadership and Employees according to competencies.**

Technical and leadership competencies models will need to be developed to help us define the knowledge, skills, abilities and other attributes required for a job and use of the competencies for evaluation of performance. These models differentiate among roles of an occupation by defining the general and technical competencies required for successful job performance. As we develop these models, we need to validate them through occupational analysis and subject matter job analysis session. Occupation analysis defines the major roles and responsibilities/duties and the specific supporting tasks and behaviors necessary for successful performance. The competencies from these models will be used doing the recruitment, evaluation, development, etc. This will allow us a consistent approach from cradle to grave for our employees around a set of competencies.

The essential ingredients for leadership in the DOE include vision, commitment, persistence, communication, and accountability. The DOE has placed significant emphasis on leadership selection, development, and performance in order to create a world-class leadership cadre that is diverse, inclusive, and effective. More, however, can be done in achieving sustained and consistent attention to valuing and investing in leadership through executive development and succession planning programs. We will continue to strive to maximize opportunities for professional growth of DOE leaders and find ways to share their practical experience with those who will follow in their footsteps. Additionally we must start to work with contractors with experienced in developing forecasting models for training organizations so that we can complete a top down, data driven training requirement forecasting mode. To meet the rising demand for training, we must continue with our employees becoming more self-directed learners. As we continue the implementation of our learning management system to enable employees to be more involved in their own training to ensure that our curriculum offers world class opportunities for our employees through contractual relationship with University or vendors. This is the one facet of supporting the recruitment, development and retention of a quality workforce through the offering of accredited training.

#### **Response/Strategies to Issues 3 and 4:**

- Establish a leadership curriculum in partnership with public or private universities about the changing role of managers and leaders with added emphasis on team management skills, leading through others by empowering the workforce, and focusing on leadership management skills for effective people management.
- Development of competency based curricula and to establish accredited and creditable programs for employee and leaders by assessing and evaluating future workload needs to define competencies for the workforce of tomorrow.
- Develop of plan that provides cutting edge knowledge and skills, best practices, instructional and performance technologies, the latest advances in adult education and the ability to ensure a distance learning delivery platform.
- Development of Leadership development framework based on competencies to ensure that our HR processes enhance the selection, development, sustain of our leaders.
- Develop of our strategy for competency based human resources management system for our organization by partner with OPM to begin development of competency models and assessment instruments around our critical occupations.

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## Human Capital Strategic Challenges and Strategies

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- Explore the possible for certification repayment program in critical identified job skills

### **Issue 5 – Better Utilization of Technology for Burden Reduction for Managers**

The use of information technology has become, and will continue to be a key resource for fulfilling our commitment of providing high quality HR services to all employees. We need aggressively worked with OPM and the CIO organization in the designing; development and implementation of DOE wide HR support systems to accelerate efforts to revamp business practices and develop tools that promise to improve organization and individual performance.

Leverage other technology solutions to expand functional capabilities and improve customer DOE and product quality. This effort includes performance support tools, new or enhanced automated management systems ranging from staffing, performance management, workforce planning, and employee/labor relations tools.

Technical training requirements are increasing for our employees, while our leaders also need training designed and delivered to meet their leadership specific needs. The time required for many employees to become fully qualified and competent in their duty positions is significant, necessitating innovative training approaches and programs. Future development of our enterprise wide e-learning will create the need to develop the capacity to store, develop, maintain and reuse learning content for both e-learning and instructor led training.(Learning Content Management System). With this innovative it will shorten the development cycle by enhancing our ability to re-use learning content. Also ask predictive assessment model continue to be develop to help in the selection of the right person at the right time for right position. We need to develop the capacity to administer on-line assessment and competency assessment tools to help managers quick assess and hiring a compete workforce.

#### **Response/Strategies**

- Development of a plan to help us better deal with insufficient technology budget allocations, insufficient IT infrastructure to human issues, and a management culture that presents barriers to the prompt implementation of learning and development technologies and e-learning content development and delivery.
- Look at improvement of employee and managerial job satisfaction. Specifically, take action to reduce issue causing managerial burden
- Partnership with OPM on the design, development of an E-learning content system to ensure the promotion of content reuse across the Department
- Continue to explore elimination of process redundancy and unnecessary processes by consolidation or use of automation solutions.

### **Issue 6 – Integrated Approach to all Human Capital Issues**

Addressing DOE' human capital challenges is a responsibility shared by many parties, but to a higher degree by the Energy's senior leadership who must commit their organizations to valuing and investing in their employees and focusing their employees' efforts on achieving DOE' mission and goals.

#### **Response/Strategies:**

- Explore all availability approaches that will help to not impede the need for future changes to the Department-wide human capital function to evolve it to a more effective

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## Human Capital Strategic Challenges and Strategies

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and efficient delivery structure with clear accountability for achieving the Energy's mission.

- Focus on the developing a plan to consolidation of many of our internships and scholarships in one DOE approach to enhance our ability recruit, retain employees and enhance our career opportunities.
- Develop guidelines for the development of an Annual Human Capital Performance Plan for each business elements. Each business element would prepare annual performance plans articulating annual human capital goals for each fiscal year, and annual human capital performance reports describing the progress made in meeting the annual goals. The development of the annual performance plan and report will be synchronized with DOE budget development process.

**Issue 7 – Measure the Effectiveness and Efficiency of Human Capital Policies and Practices.** The DOE is in the midst of implementing Energy's new enterprise wide modern human resources information system, HR Connect, which provides state-of-the-art technology that streamlines and automates labor-intensive core processes sustaining the human capital management function. Along with this effort, DOE will continue to reengineer its human capital business practices and processes to identify new automated system capabilities that will improve the quality, timeliness, and cost-effectiveness of DOE's and information provided to managers and employees by broadening their access through use of the Intranet/Internet. The need for new or improved automation solutions will be developed in virtually every human capital management area to include recruitment, staffing, classification, performance management, succession planning, training and development, and performance measurements and accountability activities

To ensure human resources programs and organizational performances are strategically aligned and support the Agency missions and goals. We need to ensure that through statistical measurements and cost analysis metrics that do the following.

- Publicize departmental best practices;
- Provide strategic oversight guidance; and
- Identify operational inconsistencies

Our HCMAP will be an online accountability database, which serves as the vehicle for identifying and measuring effectiveness, efficiency, and results. The system provides automated references and tools, such as reports, and financial HR metrics that assist human resources professionals in identifying program and organizational discrepancies. The two major accountability areas for measurement

**Response/Strategies:**

- Implementation of System for Accountability across the Department to infuse a business logic measurement system to look at efficiency and effectiveness of HR initiatives.
- Empower employees and/or managers to validate and to measure the successes and areas of improvement of human capital policies and practices

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## Human Capital Strategic Challenges and Strategies

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**Issue 8 – Greater Utilization of Employee Input into the Design and Implementation of HR Policies.** As we continue to expand and implement new ways of doing business to need to achieve a balance between employee satisfaction with tools and HR business results. To ensure on-going support to all employees in improving organizational, human, work processes systems and the fit between them. We must focus on improving the fit between systems and technology.

**Response/Strategies:**

- Look at a project team to be formed to conduct focus groups and gather input from employees regarding the most recent Human Capital Survey
- Embrace/explore tools and programs that share information/knowledge by using innovative or technology driven solutions to facilitate best practices, promote personal and professional growth.

**Issue 9 – Enhancing Organizational Performance Culture.** If we are to sustain a high-performing workforce, we must provide a comprehensive (and competitive) “package” of pay, benefits, and other tangible and intangible elements that is geared to retain and reward our best employees. Perhaps more importantly, these rewards must be clearly linked to, and reinforce, the Service’s strategic goals, business plans, and performance objectives.

The new DOE will continue to reward its best employees and to encourage high performance. Enhancing our performance management system is a first step along with the providing more tools to help our managers better manage our performance management system. However, the concept of one DOE implicitly require our employees and managers to demonstrate a new set of values and behaviors that build upon, and complement, that have served us well over the years. If those values and behaviors are to become part of our organization culture, they must be reinforced and rewarded in a systematic way. To this end our performance management system need requires major improvement to assure that our performance culture and system result in achieving our mission and strategic goals.

**Response/Strategies:**

- Development and introduction of a Performance Management suite to support our performance management system
- Communicate levels of performance expectations to job candidates (during interview cycles)
- Validate expectations and transcend it into performance objectives through DOE performance management systems
- Implement a Departmental New Hire/Quality of Hire Survey
- Implement a exit survey of employees leaving DOE to identify areas for improvement/concerns
- Explore ways to institute our incentive award program to provide greater flexibilities of recognition of outstanding employee performance.
- Explore ways to move pay for performance system concept to all managers across the organization to provide a direct link with performance and pay.

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## Human Capital Strategic Challenges and Strategies

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**Issue 10 – Continuing Organizational Transition.** We have structured our strategic human capital strategy to allow DOE to be proactive in its recruitment, promotion, and succession planning activities; provide employees with the tools – including enhanced, more accessible and cost-effective training, and to implement performance management, compensation, and incentive systems that focus employee efforts on achieving the agency’s core mission and strategic goals. This strategy will help DOE to better respond to both short- and long-term workforce issues and challenges and drive the transformation of the DOE to a more flat, results-oriented, integrated, and externally focused organization. Our workforce needs to be flexible and resilient, able to rapidly respond to new Administration, Departmental, and Organizational priorities, through the effective execution of sophisticated workforce “shaping” and change management strategies that help our employees adapt to these challenges without any adverse impact on service levels and quality.

Restructuring initiatives require continued use of workforce shaping measures to place qualified individuals at appropriate locations and to maximize our capabilities in meeting our strategic goals. Accordingly, our workforce needs to be flexible and resilient, able to rapidly respond to new Administration, Departmental, and organizational priorities, through the effective execution of sophisticated workforce “shaping” and change management strategies that help our employees adapt to these challenges without any adverse impact on achieving our mission and goals.

### **Response/Strategies**

- Respond quickly and effectively to organization and structure changes. The experience we have gained over the last three years of transition and the processes and tools we have developed will be the centerpiece of our efforts to deal with reorganization and reengineering initiatives, new technology, and competitive sourcing efforts in the future.
- Build upon what we have learned and increase our capacity to continuously align workforce competencies with changing business priorities to assure maximum performance. As in the past, we will focus on putting the right people in the right jobs while minimizing the stress of change.
- Partnering with other agencies, non-profits and research institutions to ensure we utilize the most effective and cost-efficient means to manage transitions
- Continue to explore ways to build, facilitate and nurture proactive collaboration of employees, management and stakeholders.
- Continue to re-engineer HR processes and develop, enhance and make effective use of HLOB strategies.

## **V. Strategic Human Capital Plan Linkage to Other Human Capital Planning Processes and Documents**

This Strategic Human Capital Plan was developed to guide DOE' progress toward more effective HCM across the DOE as envisioned by the PMA. It does not contain detailed action plans nor does it replace the strategic planning, budgeting, and performance management process established by the Chief Financial Officer and illustrated in Appendix B. This Plan is intended to supplement the latter process by focusing budget programming attention on the areas of greatest interest and importance to human capital management within DOE.

Each business unit is expected to effectively integrate the expectations of this Plan in their human capital plans, day-to-day operations, and other workforce management activities. Business unit human capital plans should be based on their unique workforce characteristics, mission, and budget realities.



## **VI. System for Human Capital Accountability Strategy**

### **Background**

The responsibility for human capital performance and accountability in the DOE is shared by all managers at all levels. High-level management commitment is particularly critical to attaining high workforce performance and accountability. The Energy's human capital organizations play a key role in this process by providing the policies, programs, tools, DOE's, and systems that help managers to better manage their workforce for results. To be effective, human capital management requires the sustain commitment and attention of DOE' senior leaders and managers as well as the human capital organizations. Human capital management is not a problem for which the DOE can supply an answer and move on. Rather, managers and human capital staffs must continually monitor and refine their human capital approaches to ensure ongoing effectiveness and continuous improvement. The Director, Strategic Planning, Chief Human Capital Officer's organization, has responsibility for developing, overseeing, and ensuring implementation of this Plan, for its accompanying accountability system, and for periodically reporting results to DOE senior management and external stakeholders.

Agencies have assessed accountability through different variances, whether financial or performance measurement, with the sole purpose of measuring operational effectiveness and efficiencies. The incorporation of Accountability standards as one of the Human Capital strategies under the Presidential Management Agenda and the establishment of new Civil Service Rules on Human Resources Management ([E.O. 13197](#)) have placed accountability criteria at the forefront of measuring operational outcomes and deliverables. As a result, the Department of Energy is assessing and identifying commonalities for measuring program outcomes.

The Office of Personnel Management issued [accountability standards](#) that describe the essential features of an internal HR Accountability system. The intent is to ensure human resources processes and programs are strategically aligned to support Agency mission and goals. By measuring efficiency and effectiveness, the goal is to identify discrepancies in operations and propose resolutions to address program weaknesses. At the same time, it is critical that HR practices and policies adhere to Merit System Principles. The drivers (factors) for measurement are as follows:

- Effectiveness
- Efficiency
- Timeliness

The DOE Human Capital Management Accountability Program (HCMAP) is an online accountability database, which serves as the vehicle for identifying and measuring effectiveness, efficiency, and results. The system provides automated references and tools, such as reports, and financial HR metrics that assist human resources professionals in identifying program and organizational discrepancies. The two major accountability areas for measurement are:

### Corporate-Level Strategic Human Capital Metrics

**Program Accountability:** This component measures accountability directly as it relates to various HR operational programs, such as Merit Promotion, Delegated Examining Unit, Performance Management, Classification, etc. HCMAP offers consolidated system-generated reports with the intent for internal reviews. Through human resources metrics and system-generated reports, HR managers can evaluate operations/processes to ensure compliance with Merit System Principles, as well as take necessary corrective actions to improve business outcomes.

**Organizational Accountability:** Elements are responsible for aligning their missions with Departmental mission and goals. Most organizations have developed individual workforce plans that lay out the future and provide a scope of the workforce and skills needed to perform the mission. Attached is a link to the workforce plans that have been provided to the Office of Human Capital Management: <http://humancapital.doe.gov/pol/hcmp/main.htm>

Under HCMAP, organizations will be held accountable for achieving stated results and ensuring their products/services are effective and efficient in respect to human capital. There's already a level of compliance or accountability by reporting their quarterly results that are then measured against the PART (OMB) criteria. The level of human capital accountability will be conducted through a 360° degree process. This entails measuring the results generated through HR program accountability, such as recruitment and training and development, against the goals and objective set forth in the workforce plan.

The HCMAP Program Development and Implementation Plan must adhere to traditional program developmental phases in order to effectively identify target areas, and manage discrepancies efficiently.

*Phase 1:* The tone is set by senior leadership, in conjunction with the DOE Human Capital Strategic Plan. It establishes a strategic direction for the accountability system. Although the driver within this phase is traditional the HC Strategic Plan, organizational workforce plans reflect and provide a more comprehensive picture outlining initiatives and potential results.

*Phase 2 and 3:* Through SWOT and W3 analyses and self-assessments, strategic desirables are identified. These outcomes are usually established and incorporated in workforce plans. Accountability serves as the mechanism to ensure these desirables are monitored, tracked and achieved. The HCMAP serves as the cornerstone to ensure desirables are identified and outcomes are achieved.

*Phase 4 and 5:* The infusion of program desirables within HC drivers, such as talent management, performance culture and knowledge management shall be supported by HCMAP. Through corporate support, training and development, and program assessments (audits), the accountability program shall provide oversight and assurance that outcomes are measured and reflected in workforce plans.

*Phase 6:* In relation to program management, this phase is one of the more critical components. Once elements are implemented and oversight is conducted, the Accountability Unit must evaluate the HCMAP Development and Implementation Plan. A program cannot achieve

## System for Human Capital Accountability Strategy

success or sustainment without proper evaluation of the program itself; what works, what may need improvement, etc. During this phase, significant policy and procedural changes may occur.

### Metrics and Human Capital Logic Model

The HCMAP Development and Implementation Plan outlines past, current and future states of accountability; where have we been, where are we now, and where do we want to be. The infusion of metrics shall drive the quantitative and qualitative aspects of the program. Like other HCMAP documents, accountability metrics shall change with current and future state of human capital business needs. The Human Capital Logic Model is a logical walk-through (left-to-right) of the metrical process of quantifying data. The Model shall serve as a cornerstone for developing and applying various measurement tools, such as surveys, HCMAP web tools, etc. As outputs change so shall certain tools, including outcomes.

**Human Capital Logic Model (FY6-FY07)**

Input	Programs	Output	Audit Tools**	Outcomes		
FTE's & Program Funding	Organizational Analysis and Workforce Planning	Workforce Analytics	Accession and Separation Data	DOE Info Data Call → SF52's processed in relation to results of WF Plans	% of workforce plans aligned with Agency Mission	
					% of positions per Element with identified competencies	
		Strategic Alignment/Organizational Analysis	Organizational Alignment with Agency Mission	?Surveys ?Interviews → Compliance with SOP and BPM	% of organizations utilizing strategic alignment resources effectively and efficiently	
			Workforce Plans		\$ or % of improved efficiency due to strategic alignment efforts	
	Leadership & Knowledge Management	Competency gaps closed for management and leadership		?Surveys ?Interviews	# of Users utilizing the competency model system	
		Satisfaction with leadership abilities			?Compliance of Roles and Responsibilities ?FHCS results	FHC survey results Identify course of action(s)
		% of Elements/Field Offices supporting and tracking IDP's		?Surveys ?DOE Info ?FHCS results	# per CHRIS and competency model system	Competencies identified per occupational series
		% of employees with an IDP			# per CHRIS and competency model system	Competencies identified per occupational series
		Use of succession sources		?Interviews ?Surveys ?DOE Info ?Interviews	Survey results and audits	Compliance among Elements and % / # of violations
		Compliance with training and development requirements				
FTE's & Program Funding	Talent Management		?Surveys ?HCMAP ?Interviews → Compliance with SOP and BPM	Time-to-Fill	Results, efficiency and effectiveness of Human Capital processes	
	Competency gaps closed for mission-critical positions			# of merit promotion announcements vs. DEU announcements		
	Mngt satisfaction with hiring process			Number of competitive active actions		
	Use of hiring flexibilities			Hiring level vs. Target (workforce plans)		
				Cost of hiring process		
Results-Oriented Performance Culture	% of employee performance plans linked to agency strategic plan		?DOE Info ?Interviews	Coorelation between awards and rating	Appraisal rating distribution is consistent with results	
	Appraisals submitted in a timely manner			Workforce performance appraisals to mission, goals and outcomes		

\*\*Audit Tools will vary per Fiscal Year and as new expectations are addressed

**Table: Logic Model**

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## System for Human Capital Accountability Strategy

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The Logic Model identifies current program areas that shall be assessed for the next two fiscal years. Based on focus groups sessions with Departmental Elements and Field Site staff and the OPM Self-Assessment Survey, the Office of Human Capital Management shall incorporate the Logic Model as part of the auditing system for specific program areas. The Accountability Unit shall utilize or develop audit tools to ensure outcomes are defined, measured and achieved. Based on preliminary assessments, certain target areas can be identified and shall be addressed through the corporate HCMAP Strategic Plan.

### HCMAP Web Site

The HCMAP web site is a database-driven and inter-active site that will simplify internal audits, as well as generate statistical information to measure the pulse of day-to-day human capital programs. The site also offers resources, such as workforce plans and links to other HR-related sites, like results.gov, and the CHCO Council.

HCMAP is divided into three parts that contains various information and tools as it relates to a program area. They are as follows:

- Human Resources Program Accountability
  - Merit Promotion
  - DEU
  - Classification
  - Performance Management
- References and Tools
- Organizational Accountability
  - Workforce Planning

### System Features

The primary focus of human resources program accountability relates to HR functions. A primary focus is the staffing element. Other program areas maybe identified and measurement tools (e.g., surveys) will be designed and launched at a later date. The objective is to ensure compliance and measure the effectiveness and efficiency of HR services.

### Online Audit

One of the major features is an online audit. Specialists, who conduct audits, will use the system to conduct quarterly and annual audits and input the results into the database. The system is driven by the Nature of Actions (NOA) processed. The Accountability Unit will extract the findings and conduct analyses to identify target areas that may need improvement within staffing and recruitment programs. As previously mentioned, the intent is **not** to micromanage various programs, but rather consolidate and standardized practices in order to conduct successful audits. The online audit system will be deployed in pilot phases.

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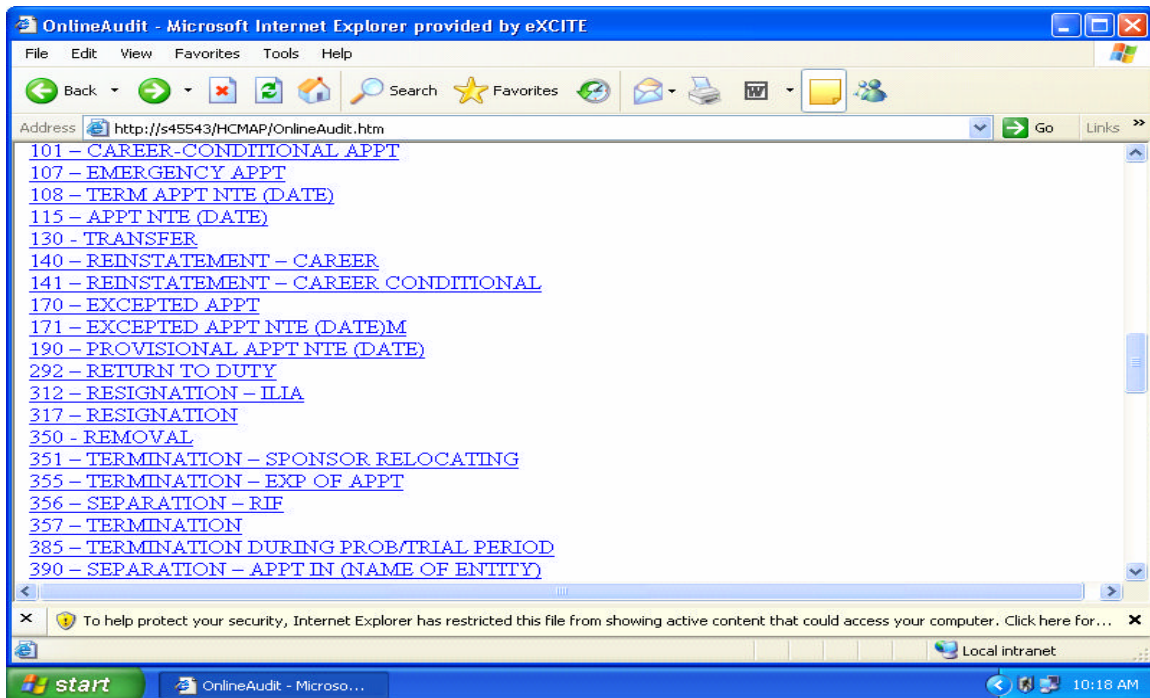
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## System for Human Capital Accountability Strategy

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Below is a caption of the online audit system and the form that will be used per action.

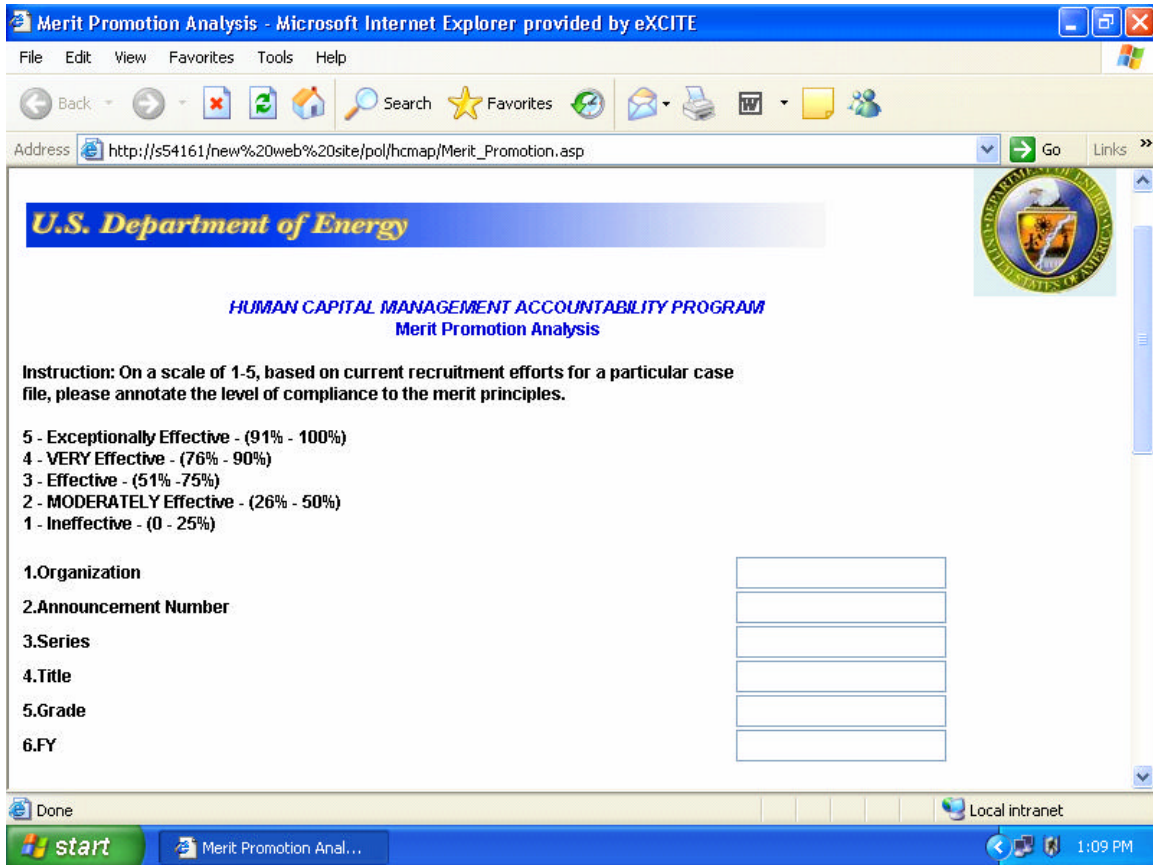


**Figure: Online Audit Form**

There is an online audit form for every personnel action. The results of these audits will establish baselines in terms for accuracy.

### Merit Promotion Analysis

Another feature of HCMAP is the online *Merit Promotion Analysis*. The form is based on a traditional likert scale (1-5) and measures the effectiveness of the recruitment cycle. The report generated from the findings will examine recruitment and the fairness of those efforts. Below is a screen shot sample of the analysis form:



**Figure: Merit Promotion Analysis**

## System for Human Capital Accountability Strategy

Merit Promotion Analysis - Microsoft Internet Explorer provided by eXCITE

File Edit View Favorites Tools Help

Address [http://s54161/new%20web%20site/pol/hcmap/Merit\\_Promotion.asp](http://s54161/new%20web%20site/pol/hcmap/Merit_Promotion.asp) Go Links >>

7. Based on recruitment objectives, the area of consideration was appropriately targeted	1 <input checked="" type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/>
8. Recruitment produced an acceptable number of qualified status applicants	1 <input checked="" type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/>
9. Recruitment produced an acceptable number of non-status applicants that met recruitment objectives	1 <input checked="" type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/>
10. Certificate/referral list was issued within an acceptable timeframe after the announcement closed	1 <input checked="" type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/>
11. Length of open period for announcement was based on recruitment objectives and adhered to the Merit Promotion Plan	1 <input checked="" type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/>
12. Operational procedures addressed issues of tardy applications	1 <input checked="" type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/>
13. Procedures for late applications from 10 point veterans' preference eligibles were adhered	1 <input checked="" type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/>
14. KSAC'S are based on the job requirements and were effective in identifying best qualified candidate(s)	1 <input checked="" type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/>
15. CTAP/CTAP/RPL candidates received proper consideration	1 <input checked="" type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/>
16. Not-Qualified (NQ) applicants were notified in a timely manner as specifies under	1 <input checked="" type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/>

Done Local intranet

start Merit Promotion Anal... 1:11 PM

**Figure: Merit Promotion Analysis (con't)**

This is an opportunity for the HR community to share their thoughts on how effective the recruitment cycle truly is. The quantitative and qualitative results generated will help the Office of HCM establish baselines for measurement (surveys and interviews).

## **VII: Strategic Communication Plan**

Attached in Appendix F is a copy of the Strategic Communication and Tactual Plan. This plan outlines communication business strategies, business objectives, and key messages for internal and external audience in communicating the Strategic Human Capital Plan. Additionally the plans identify three phases of Communication strategy: “launch, engagement and continuing cultural integration and the communication objectives.



### **VIII. Summary**

As stated in the Introduction, this Plan is designed to aid DOE leadership in establishing a strategic, Department wide approach to human capital management that is aligned with the Energy's core mission and goals. The Plan serves as a roadmap that, when followed, will strengthen the DOE in the areas where current activities do not exist or where significant improvement is warranted. As a living document, this Plan does not presume to answer all human capital management questions, but is intended to provide corporate-level guidance to DOE business units to enable them to develop more detailed human capital action plans as appropriate.

We are proud of the accomplishment described in the Strategic Assessment over the last 18 months. We believe our achievements have set a high standard for organizational excellence. We look forward to further achievement in the coming year and beyond. We will continue to refine our strategic planning process, in part through the implementation of our System for Accountability that will help us measure –addressing business results, overall customer/employee satisfaction- to reflect objective data against which we will assess our efforts and future accomplishments.

We have learned a lot of the past years but changing times demand new thinking and new approaches to the way of managing people. Our firm commitment to the organization is to continue the necessary reform human resources management policies and practices. It is our firm belief that when making significant change that impacts people personally, how you do it is as important personally, how you do it is as important as what you do. In this regard, we intend to do everything possible to minimize the stress of change. As we implement this Strategic Plan, we will not just be emulating best practices, but will continue to set them.

# **Appendix A: Strategic Human Capital Plan Development Strategy**

## **Strategic Human Capital Plan Development and Implementation**

**Introduction:** In response to the Presidents' Management Agenda, OMB Guidance, and urgent business priorities of the DOE around the strategic management of human capital a revised strategic human capital plan is being developed to address these issues and continue to improve upon our business processes.

**Goal:** Our goal is to develop and implement a revised strategic human capital plan with a supporting Implementation Plan that enables the Department of Energy to identify and achieve the desired future state of human capital management objectives. Plan development will include many of our stakeholders and customer input/validation, thereby establishing our joint agenda in achieving this goal.

**Scope:** This plan will cover five-year period in accordance with OMB/OPM guidance and industry standards. We will link our plan with the Department of Energy Strategic Goals and budgeting process. Our plan must be linked to business/operational plans both process and content dimensions. Toward that end, the proposed phase of a Human Capital Assessment in conjunction with newly developed accountability framework will be used as primary guidance for the development of overall plan.

### **Strategic Human Capital Plan:**

In addition to the introduction and executive summary, the plan itself will consist of 6 main parts (phases):

- 1) Set Strategic Human Capital Direction (Vision; Imperatives/Intent/Context)
- 2) Assess the Current State of Human Capital
- 3) Determine the Desired Future State of Human Capital (The heart of the Plan)
- 4) Perform Gap Analysis and develop / implement programs and initiatives which will address the gaps
- 5) Infuse Performance Measurement and Accountability Systems
- 6) Assess the plans performance and renew/refresh the plan as needed

Supporting documentation will include an ***implementation plan, workforce plan/strategies***, and a ***renewal process/system*** which will specifically outline the actions we intend to take to address the gaps, provide supporting information on the current workforce and developing trends, and outline the process for renewing the plan respectively.

### **Developing the Plan:**

In accordance with OPM guidance and industry standards, the Strategic Human Capital Plan will cover a 5-year period. As a living document the forecast projections and gaps identified will continuously be measured and challenged to assess their validity.

This is how it works:

1. **Setting Strategic Human Capital Direction** – Given the direction of the Department of Energy and Chief Human Capital Officer strategic goals will be established for the strategic management of human capital in DOE. This strategic direction will help us to

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## Appendix A: Strategic Human Capital Plan Development Strategy

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remain focused on the significant impact the Human Resource function has on the delivery of the Department goals. This is the foundation for stating our strategic imperatives and strategic context that will help me define our objectives.

- 2. Assess the Current State of Human Capital** – Workforce data, internal and external environmental scans will be collected and analyzed to identify the current issues and trends. Determine if our strategy to retain, recruit, and train employees is sufficient to help avoid the risk of future staffing shortages and skill gaps in critical areas. Assess whether the steps we have taken to develop a training program contributes to the employee's acquisition of competencies and if we have identified the factors likely to influence employee retention in our strategies. Additionally these steps will help us organize and mobilize strategic partners among our customers and key stakeholders.

Based on the trends and data feed to the Workforce Plan from the Business Elements forecasting will occur to identify where these trends are taking us and what processes or programs are in place or are in development to address those identify concerns.

- 3. Determine Desirable Future State of Human Capital** – Given the strategic direction and the current state of human capital in DOE combined with the OPM Standards for Success we will identify the desired future state of human capital in DOE i.e., number and ratio of mission critical occupations, number and ratio of temporary and permanent workforce, increase presences in desired geographic locations, determine the skills base and needs of its current and future workforce, etc.
- 4. Gap Analysis and Development/Identification of Programs and Initiatives** – Comparing the current state to the future state identify the gaps between the two and identify programs currently underway, newly implemented, or desirable to bridging the gaps. Determine whether potential career paths are clearly identified. This information could lead to redesigning process/policies across the organization due to this analysis.
- 5. Infuse Performance Measurement and Accountability Systems into programs and initiatives** – Using current HR measures; employee and customer satisfaction data along with the development of new metrics as needed develop an automated performance management and accountability system. This system will allow us to measure in quantitative and qualitative terms the HCO impact on the accomplishment of the businesses goals.
- 6. Assess plans performance and renew/refresh** – Populate the performance management and accountability system and assess the overall plans performance based upon the stated desired outcomes in the performance measures.

**The Renewal Plan:** The Strategic Human Capital Plan will be a living document which links directly to periodic updates for the CHCO/DCHCO and the newly deployed performance measurement and accountability system. Recent studies on developing effective strategic plans show that the plans have to be responsive and live in nature, as opposed to a static document that is periodically updated for employees to embrace it. Uniquely, the renewal plan outlines an annual systemic approach to renewing and revalidating the Strategic Human Capital Plan as the

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## Appendix A: Strategic Human Capital Plan Development Strategy

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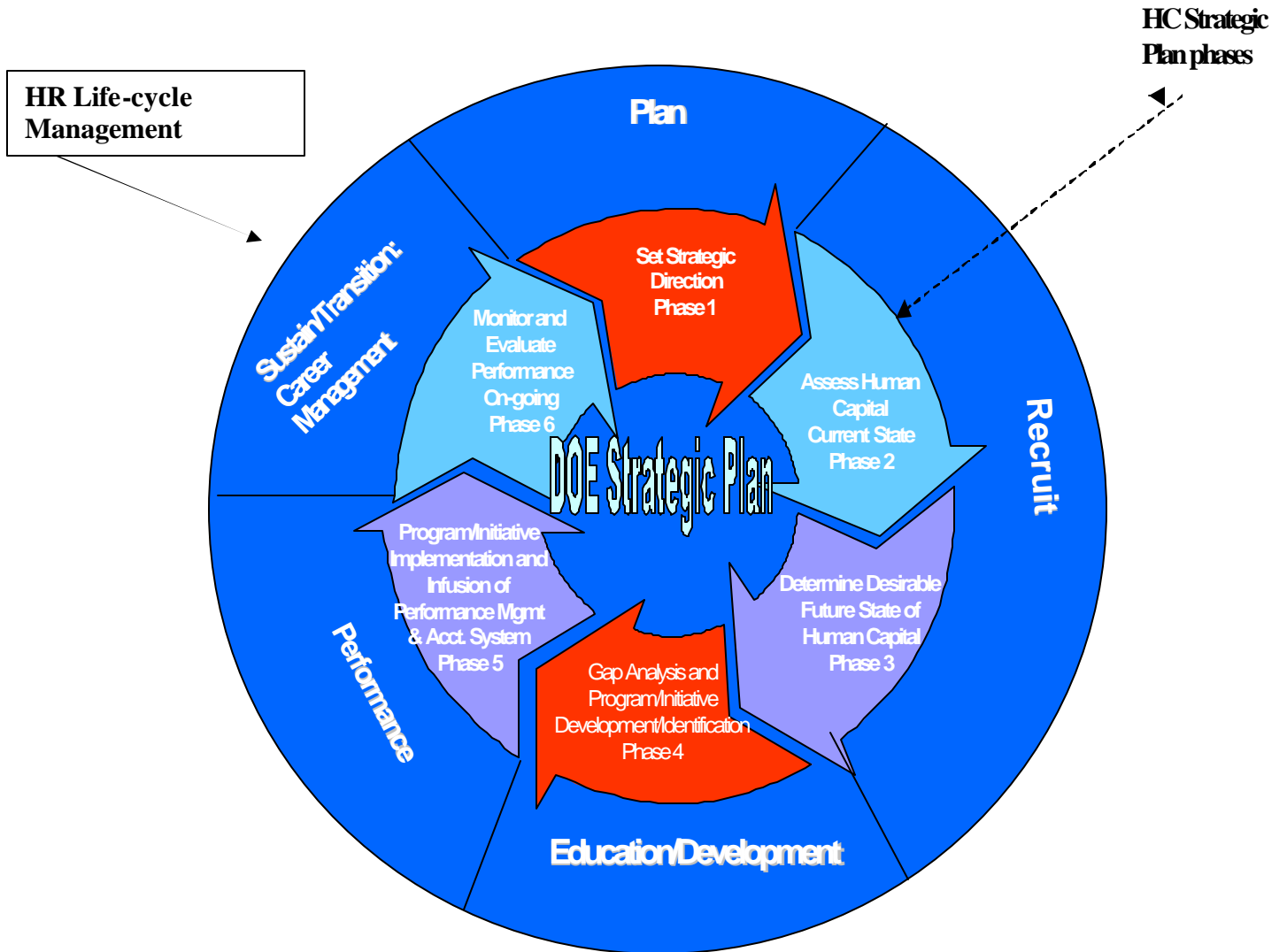
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HCO parallel part of the DOE Strategic Planning and Budget process. This orientation will be one of issue management where key and emerging issues are the constant focus of the process.

**Renewing and Revalidating the Plan:** The plan renewal and revalidation process will consist of steps consistent with those identified in the Human Capital Plan Life-cycle for our life cycle management activities approaches.

Throughout these above steps, communication is one of the most significant variables that will effective the success outcome of this strategy. We will develop communication plans (strategic and tactical) to engage and involve managers, employees, customers at all levels of the organization throughout these six steps. The focus will be on ways to effectively communicate with and try to motivate our employees to accept and support implementation.

# Linkage of Human Capital Life Cycle to DOE Strategic Plan and HC Strategic Plan



### **Life-Cycle Management Concept**

**Plan:** Our human resources represent long lead-time investments that sometime require years to reach full productive capacity. Accordingly, we must have the capability to accurately forecast future Human Capital requirements, and to develop sophisticated tools/models to meet them. (e.g. Workforce Planning system that will compare the current workforce with future workload driven requirements. This model projects the aging of the current workforce in relation to new or continuing requirement and allows for more comprehensive planning overall. Additionally to this suggested model we need to develop other predict models to try and quantify the relationship between employee attitude/behavior to job performance, etc.

**Recruit:** We must have the capacity to continually renew our workforce, as older employees retire and new one leave sooner. We must do this without compromising our standards for entry or retention of our workforce. This means marketing the DOE as best place to work in the federal sector in our external labor markets

**Educate:** As the work world and work become more complex, we will require better-educated employees to meet our mission/goals. However, business and operational imperatives mandate that we need continue to leverage learning technologies to help them quickly achieve and maintain a full technical and competence workforce, without adversely impacting customers or key stakeholders.

**Develop:** We must invest in the long-term development of our workforce if we are to have an adequate supply of internal candidates for key occupations in the future. As well as retain a compete workforce to continue to meet the challenges of the future. Those investments must be well thought out, planned, funded and above all, managed to insure the high rate of return on human capital investment.

**Sustain:** To keep our current and future workforce performing at peak level, we must provide a comprehensive compensation package of pay, benefits, education and work opportunities and other intangible rewards that are clearly link to our performance system. (Performance)

**Transition:** In the federal sector, change and transition are constant. We must help our managers and employees deal with the stresses associated with those dynamics, even as we continue to reshape our organization - and our workforce for the future.

**Appendix B: Strategic Human Capital Plan Linkage  
with Strategic Planning, Budgeting, and Performance  
Management Process**



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**APPENDIX B: Strategic Human Capital Plan Linkage with Strategic Planning, Budgeting, and Performance Management Process**

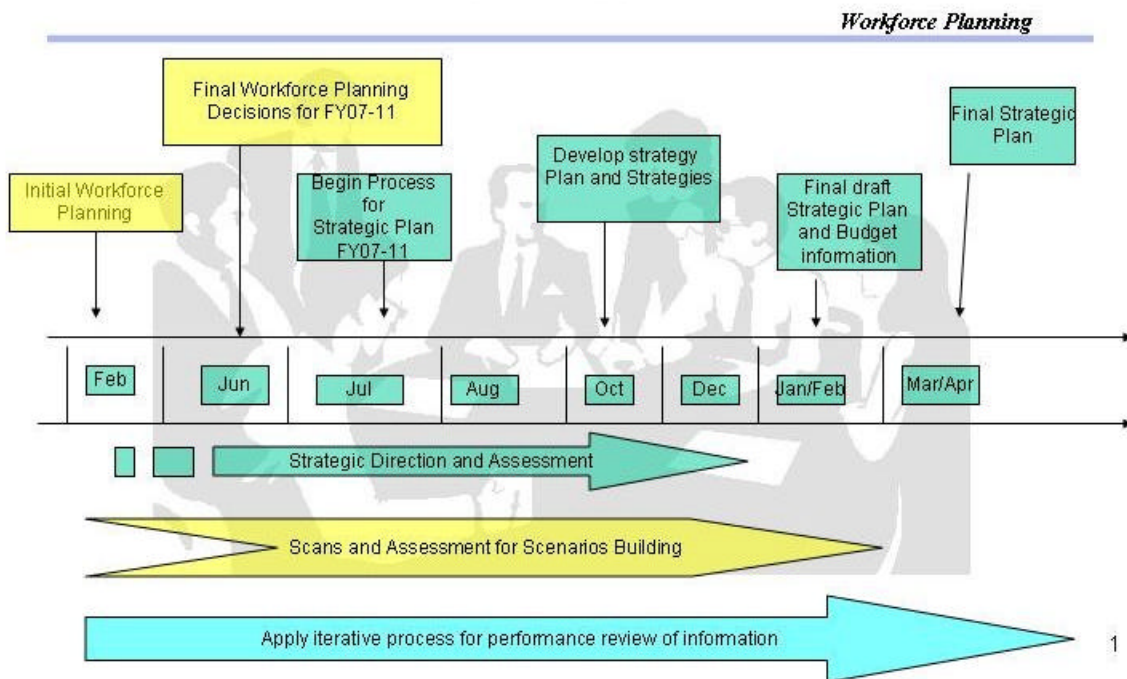
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The Energy Strategic Plan, DOE Strategic Plan, DOE Strategic Human Capital Plan, and Senior Leadership Team input is used to chart the human capital goals, outcomes, and strategies that provide the strategic direction for the annual budget programming of funds and resources to accomplish the DOE mission.

## H.R. Planning and Strategic Planning/Budget Timeline

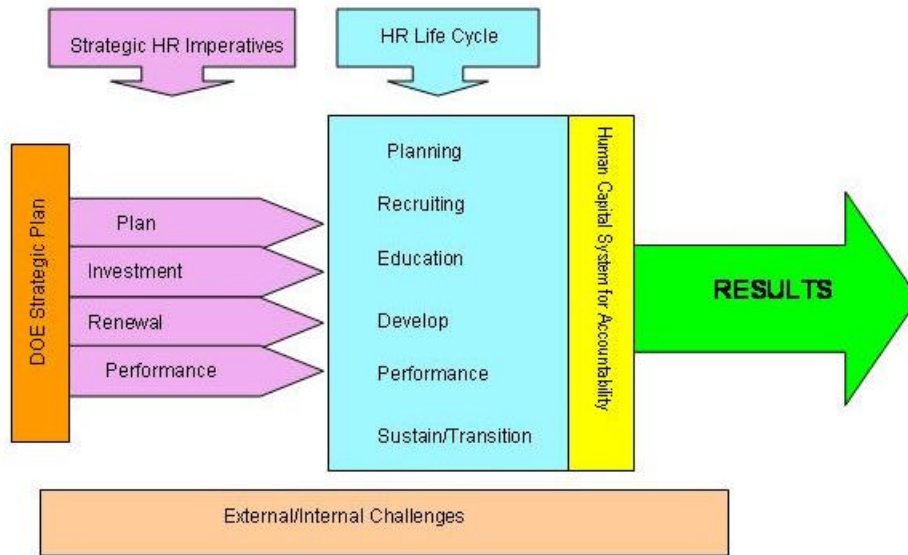
DOE



## **Appendix C: Strategic Human Capital Plan Linkage with Strategic DOE Plan**

## APPENDIX C: Strategic Human Capital Plan Linkage with Strategic DOE Plan

### Strategic Human Capital Plan Linkage with Strategic DOE Plan



## **Appendix D: DOE Human Capital Roles and Responsibilities**

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## APPENDIX D: DOE Human Capital Roles and Responsibilities

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The effective implementation and integration of strategic human capital management throughout the DOE requires the commitment of the entire DOE management team. A list of respective roles and responsibilities concerning the key players in the DOE human capital management program is reflected below. This list is not intended to be all-inclusive but represents the general nature of each group's involvement in managing the Energy's human capital.

<b>DOE Person/ Organization</b>	<b>Roles and Responsibilities</b>
DOE Senior Leadership Team	<ul style="list-style-type: none"> <li>• Demonstrating a commitment to an integrated, Department wide human capital management approach</li> <li>• Communicating commitment and support for Strategic Human Capital Plan</li> <li>• Holding managers accountable for human capital results.</li> </ul>
DOE Human Capital Organizations (Strategic, Business elements HRDs)	<ul style="list-style-type: none"> <li>• Providing timely workforce planning and analysis</li> <li>• Participating in program planning and implementation with respect to resource requirements</li> <li>• Developing human capital programs, practices, and tools that support the Agency's or business unit's ability to achieve mission success</li> <li>• Assessing and reporting human capital management results and progress</li> <li>• Identifying impediments to and opportunities for improving human capital management's effect on the Energy's or business unit's mission</li> </ul>
Business Elements	<ul style="list-style-type: none"> <li>• Developing and implementing human capital plans and improvement strategies and initiatives</li> <li>• Assuring that their human capital plans and strategies are aligned with the Department wide Strategic Human Capital Plan and other Corporate goals and objectives</li> <li>• Making effective use of human capital investments, programs, practices, and tools</li> <li>• Identifying impediments to and opportunities for improvement in the management of human capital</li> <li>• Producing the desired results from their human capital assets</li> </ul>
DOE Managers at all Organizational Levels	<ul style="list-style-type: none"> <li>• Ensuring high-quality performance and conduct of workforce</li> <li>• Fostering the well-being and progress of the workforce</li> <li>• Motivating the workforce to accomplish DOE' mission</li> <li>• Displaying a commitment to the philosophy and goals expressed in the DOE Strategic Human Capital Plan</li> </ul>

**Appendix E: Human Capital Management Query Responses**

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## APPENDIX E: Human Capital Management Query Responses

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### Section A: Human Capital Management Query Responses

#### Overview

**Background:** In response to the Presidents' Management Agenda, Office of Management and Budget (OMB) Guidance, and urgent business priorities of the Department of Energy (DOE) around the strategic management of human capital, a revised strategic human capital management plan is being developed to address these issues and continue to improve upon our business processes. As part of DOE's plan development process, input was requested from a number of senior DOE managers and human resource professionals. Appendix A contains the Human Capital Management (HCM) Query that was distributed in November 2005. Thirteen responses were received from those queried.

The responses to the query questions were grouped into common themes and where appropriate, common sub themes of trends. Section A provides a summary of the responses to the query questions and Section B contains the detailed responses.

**Goal:** The goal of this assessment of human capital issues facing DOE is to utilize the knowledge base of senior DOE managers and human resource professionals as the basis for developing a revised strategic HCM Plan with a supporting Implementation Plan that enables the Department to identify and achieve the desired future state of DOE's workforce that will enable the accomplishment of DOE's mission objectives.

#### Section B: Summary of Questions and Responses

This section summarizes the responses that were received to the query located in *Section D, HCM Questionnaire* of senior DOE managers and human resource professionals. Detailed backup data can be found in *Section C, Questions and Detailed Responses* of this document.

1. *Existing and/or emerging human capital trends at DOE.* Respondents were asked what the existing and/or emerging human capital trends in the Department, other Federal agencies, state and local government, and/or the private sector. The common HCM themes and trends provided are grouped below. They include the initiatives and strategies identified in the response to *Question 2, What initiatives and strategies would you suggest to address the trends/concerns listed above* and are highlighted in green below.

- Talent Trends
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## APPENDIX E: Human Capital Query Response

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- Future Labor Trends (i.e., demographics, aging workforce, “brain drain”)
- Cost-Containment and Outsourcing (i.e., containing costs and increasing return on investment. Some of the most commonly cited reasons for increased levels of outsourcing are: 1) a need to focus on core competencies, 2) a need to access best-of-breed capabilities through the "operating" budget rather than through capital expenditures, and 3) the ongoing need to remove costs from current operations
- Contingent Workforce - retaining the knowledge capital transferred to and developed by contingent workers while retaining workforce flexibility
- Changing Organizational Culture- shared assumptions, beliefs, and "normal behaviors" (norms) of a group
- Virtual Workforce - remote teams, telecommuting, and "hoteling"
- Employer Branding - attracting employees through external (i.e., perceptions of working at DOE and/or in the Federal government) and internal influences (i.e., work environment)
- Talent Management Technology/Business Process Reengineering (i.e., workflow, hiring fixes)
  
- Talent Acquisition
  - Strategic Competitive Sourcing and Recruitment
  - College Recruiting
  - Diversity Sourcing
  - Employee/Alumni Referral
  - Assessment/Selection
  
- Talent Development
  - Competencies/Skills
  - Engaging and Retaining Talent
  - Knowledge Management (KM)
  - Aligning Talent
  - Career Transition
  - Diverse Workplace
  - Executive Mobility
  - Incentives
  - Leadership Development
  - Learning Strategies
  - Lifestyle Wellness/Work life Issues
  - Mentorship Strategies
  - On-Boarding

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## APPENDIX E: Human Capital Query Response

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- Retaining Talent
- Strategic Performance Management/Measurement Systems
- Succession Planning

- Other

a. *Rationale for identifying specific human capital existing and/or emerging trends.* The respondent's rationale was through a combination of opinions, experience, and various research including identifying and incorporating best practices in the private sector, the Department, other Federal agencies, and state and local government.

b. *Importance/Priority.* The respondents ranked the importance/priority for addressing these trends as 1) succession planning/internship programs and 2) competencies/skill gaps issues. Succession planning includes addressing issues sited in the future labor trends such as the retirement wave, the Federal workforce "brain drain", attrition, career development, and career path issues. While there was some dissatisfaction with the number of internship programs across the Department and perhaps the effectiveness of having multiple programs, there was agreement that having an internship program is an important part of succession planning. Competencies/skills includes defining and identifying current and future skills gaps and mix issues and ways to overcome them through hiring or outsourcing, training at all levels of the organization, etc.

2. *Initiatives and/or strategies cited to address the trend/concerns provided are highlighted in green in the responses to Question 1, What are the existing and/or emerging human capital trends in the Department of Energy (DOE), and other Federal agencies, state and local government and/or the private sector?*

3. The overarching consequences if DOE does not address the existing and/or emerging trends include the following:

- Inability to accomplish the mission
- Not having the right people in the right place at the right time
- Compromised National security

4. Responses included the following internal and external resources that could provide insight into previous responses:

- Internal resources
  - HCM/Human Resources Organizations within DOE
  - Information Technology (IT), procurement, and budget/finance communities
  - Long-term employees
- External resources
  - The Partnership for Public Service
  - Contractors
  - Congress
  - The Secretary of Energy Advisory Board's Science and Mathematics Education Task Force
  - Human Capital/Resource organizations within Federal agencies.

5. The respondent's obstacles to implementing initiatives or strategies were grouped into the following categories:

- Resistance to Change
- Information Sharing
- Talent Acquisition
- Lack of Commitment/Accountability
- Lack of Funding
- Other

6. *Internal influences impacting planning efforts.* The respondent's comments were grouped together as follows:

- Doing more with less
- Lack of integrated HCM effort and focus
- Leadership support/decision-making

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## APPENDIX E: Human Capital Query Response

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7. *External influences impacting HCM efforts.* Respondent's comments were grouped together as follows:

- Competition for labor
- Legislative changes
- Cost-Containment/Outsourcing
- Future Labor Trends
- Competencies/Skills
- Developing appropriate training programs to prepare workers for changing skill levels

8. *HCM accomplishments.* Responses are grouped by initiative headings. [Note: there were many additional HCM accomplishments made by various organizations that were not mentioned in their response.]

- Internship programs (i.e., recruited for, designed, and implemented)
- HR automation
- Improved diversity
- Reduced skill gaps
- Developed HCM and Workforce Plans
- Developed mentor program
- Linked goals to performance standards
- Identified and implemented improvements to recruitment and HCM programs
- Improved supervisor/employee ratio
- Linked KM efforts to DOE portal and developed subject matter expertise directory
- Met OPM's 45-day goal between closing and on-board dates for desired percentage of recruit actions
- Other

9. *Projected staffing needs.* The most repeated needs of the respondent's included:

- Contact Management
- Project Management
- IT Management
- Technical Qualifications Program positions

10. *Basis for staffing needs.* The rationale for the staffing needs provided by the respondent's included the following:

- Extended project baselines
- Aging workforce/increase in retirements/attrition rate
- Technology changes
- Regulatory changes
- Accelerated cleanup initiatives
- Budget reductions
- Mission changes
- A-76
- Process improvement, efficiency, and better value for customers/region
- Skill mix and skill gaps

11. *Additional comments/concerns.* The respondents included information previously mentioned and in some instances express appreciation for having the opportunity to provide input.

### Section C: Questions and Detailed Responses

## APPENDIX E: Human Capital Query Response

The remainder of this document contains the backup comments, which support the groupings, headings, and categories tilted.

<i>1. What are the existing and/or emerging human capital trends in the Department of Energy (DOE), other Federal agencies, state and local government and/or the private sector?</i>		
<b>Theme</b>	<b>Trend</b>	<b>Comments</b>
<b>Talent</b>	<b>Future Labor Trends</b>	<p>The aging workforce is going to result in many retirements from the Federal workforce in the next 5-10 years. In addition to the loss of corporate knowledge this loss may cause, it could also lead to a shortage of “qualified” workers as the need for qualified labor “demand” may exceed the “supply”.</p> <ul style="list-style-type: none"> <li>• Aging workforce and preparing others to “carry on.”</li> <li>• Baby Boomers reaching retirement age.</li> </ul>
		<p>According to the 2002 Federal Human Capital Survey completed by over 100,000 employees, one out of four workers said they were considering leaving their jobs. In addition, the government sector workforce is older than that of the private sector and a significant percentage of employees are approaching retirement eligibility. In &lt;deleted&gt;, the average employee age is 47.49. Eleven percent of the workforce is eligible for retirement now, and 33% will be eligible by 2010. In &lt;deleted&gt; supervisory ranks, 14% are eligible now for immediate retirement, and nearly half are eligible for retirement within 5 years. Attrition rates in three mission-critical occupations range from 10% to 20%. There is now an urgency to prepare for the upcoming loss of talent.</p>
		<p>There exists the potential for a large increase of retirements in the technical workforce over the next decade, and there are not enough individuals in the pipeline with the technical experience necessary to fill these positions and, in turn, ensure that the United States is able to preserve its strategic and economic security.</p>
		<p>DOE/&lt;deleted&gt; – aging workforce; large percentage of workforce eligible for either optional or early retirement</p>
		<p>The loss of experienced personnel is the most significant human capital trend, not only in the DOE, but also other federal, state, and local agencies. The federal government is particularly vulnerable to the coming baby boomer retirements. Forty-four percent of all federal workers become eligible to retire over the next five years, with 61 percent reaching eligibility four years later.</p>
		<p>&lt;deleted&gt; The existing human capital trends in the local area are the loss of population and jobs. &lt;deleted&gt; county population has steadily declined by more than 1% each year, over the past four years. Yet, the region continues to grow and population loss in the central city and older suburbs continues to drag down the county’s population, which in turn depletes the county of a strong tax base. Most of those leaving the county, however, stay in the region. Those who leave the region tend to be more highly skilled and educated. Job losses can be attributed to a decrease in the number of businesses, as well as “job leakage” to neighboring counties.</p>
		<ul style="list-style-type: none"> <li>• Large-scale turnover</li> <li>• Loss of key employees</li> </ul>
		<p>Clearly the most important trend in DOE is the large percentage of long-term career employees who will become eligible for retirement in the next few years, and how the agency will attract quality replacements.</p>
		<p>In the private sector, the nature of work (from fulltime to part time and situational) is changing. Workers no longer expect to spend their whole life working for one company/agency – or even in one career. HR must develop the ability to assist management to manage and motivate the resultant diverse thinking workforce.</p>

## APPENDIX E: Human Capital Query Response

1. What are the existing and/or emerging human capital trends in the Department of Energy (DOE), other Federal agencies, state and local government and/or the private sector?		
Theme	Trend	Comments
		Terrorism, Safety and Security – Increased vigilance in anticipation of potential terrorist attacks in the United States and throughout the world continues to spur legislation intended to curb potential threats. Companies are paying greater attention to risk assessment, and continuity of operations plans. Resources of staff and funds are required to address legislative or regulatory requirements to meet the threat.
		The trends in human capital management revolve around having the necessary people to carry out the mission of the organization while addressing a shrinking talent pool, competing markets, the need for specialized skill sets and attrition. Government agencies and the private sector are competing for technical employees at the entry, mid and senior levels.
	<b>Cost-Containment and Outsourcing</b>	With fewer workers available to perform the work, management will have to be creative in order to accomplish more work with fewer employees. Workers will have to be encouraged to be more productive.
		<ul style="list-style-type: none"> <li>• Drivers for outsourcing the federal sector are similar to those in the private sector: cost containment, avoidance of capital outlay, efficiency, productivity, improved service. The trend in outsourcing will continue as companies pursue cost efficiencies from non-revenue-generating areas. Western's mission is to market and deliver reliable, cost-based power. Appropriated funds are insufficient to meet full program needs; customer funding is required to sufficiently fund the work. is pursuing or studying centralization of a variety of services, with the HR function undergoing centralization in April 2005. Cost management is a business goal.</li> <li>• Although there are constraints and obstacles to federal outsourcing (such as legislative and regulatory barriers, loss of internal capabilities), several HR services and functions are easily outsourced, including transaction processing (payroll, benefits), vendor management, analytics (consolidation of HR information, data warehouse design), recruiting and staffing, and HR process redesign.</li> <li>• The government-wide initiative on Lines of Business, or Federal Human Resources Shared Service Centers, is of a similar nature. OPM has selected Defense, HHS, Treasury, DOI, and Agriculture to provide core HR services to all federal agencies within the next few years.</li> </ul>
		Although considered to consistently generate cost savings when implemented, cost savings measures such as government outsourcing and introduction of technology into the workplace often result in job loss, skills transfer, unemployment costs, and disruption to the local economy.
		<ul style="list-style-type: none"> <li>• Hiring restrictions</li> <li>• Severely reduced budgets are impacting ability to recruit, hire, train, and maintain a competent workforce.</li> <li>• Supervisors want to hire fully trained versus entry level.</li> </ul>
	<b>Contingent Workforce</b>	This trend exists because of the need to use more part time, temporary, and contractor workers to accomplish work that is either temporary or situational in nature. The trend is going away from having a large workforce that remains on the rolls until retirement – to a more mobile and flexible workforce where workers can be hired when they are needed and released when the work is no longer available.
		The second major trend DOE will face is how best to modernize the retirement benefits provided to DOE contractor employees. DOE's leadership is currently focused on addressing this issue and is pursuing policy changes.
	<b>Changing Organizational Culture</b>	A key challenge for <deleted> has been driving culture change. We are continually striving for ways to be "One <deleted> as opposed to a confederation of regions. Other government organizations experience similar problems during reorganizations or implementation of new initiatives. Successfully implementing the desired corporate culture is vital.
		The American people expect more from the government and its workers. Greater attention is being paid to performance and economic delivery of services to the public. Government agencies are transforming their workplaces to focus on: performance of the agency as a whole and of individual employees; and measurable, observable agency and individual performance results. Accountability is the key to a more productive workforce.
		Worker values and expectations have changed throughout the years. Studies of American workers confirm working people increasingly look for employers who offer realistic salaries, but also flexible and family friendly workplaces. More importantly, organizations must be prepared to respond to new or unanticipated demands. Virtual offices, Flexiwork, telecommuting, and other innovative work arrangements reflect employers' attempts to respond to work demands while also retaining valuable employees who seek to find a balance between work and family life.

## APPENDIX E: Human Capital Query Response

1. What are the existing and/or emerging human capital trends in the Department of Energy (DOE), other Federal agencies, state and local government and/or the private sector?		
Theme	Trend	Comments
		The civil service in general, and the Department of Energy specifically, suffers from a lack of coherent mission, support from the Executive branch and Congress for our mission, and a progressive, inconsistent turn to the private sector/contractors to fulfill inherently Federal positions. <In summary> The Department, and the Federal Government, has been slow to take full advantage of modern trends in compensation, management of benefits, etc. Rigid civil service regulations are a symptom rather than a cause of the benefits deficiency.
	<b>Virtual Workforce</b>	Telecommuting
	<b>Employer Branding</b>	Inability to attract the "cream of the crop"
		Attracting and retaining talent in the federal and public sectors is increasingly a challenge.
		Decreased interest in public service professions (can't hire best and brightest)
		The loss of experienced personnel increases the competition for talent. Nationwide, a critical shortage of skilled workers exists in some occupations and/or geographic areas. Recruiting for highly technical occupations can be difficult. The government is challenged to become an employer of choice and to obtain the competitive advantage in order to attract the skilled and talented workforce it needs to serve the American people.
	<b>Talent Management Technology/Business Process Reengineering</b>	Technology Advancements/HR Automation
		Streamlined Hiring Practices/Process Reengineering
<b>Talent Acquisition</b>	<b>Strategic Competitive Sourcing and Recruitment</b>	Strategic Recruiting utilizes available tools (i.e. job boards, job distribution engines, web crawlers, resume databases, career fairs, external recruiters, campus recruitment strategies, using a soft hands approach – letter writing to top candidates, inviting them to consider government jobs, and creative use of print media).
	<b>College Recruiting</b>	College Recruiting includes custom branding initiatives and a value proposition for students and recent graduates that is tailored to their interests and needs. Establishing seamless process to consistently involve line managers in actual recruitment and outreach activities.
	<b>Diversity Sourcing</b>	Diversity Sourcing includes creating and maintaining relationships with minority and majority institutions that are responsible for educating minority students in STEM (Science Technology Engineering and Math) programs. Identifying "non traditional" feeder schools, enhancing curriculum, conducting workshops, seminars and other outreach activities to enhance the Federal government brand. Identifying professional organizations to assist in finding and securing exceptional talent from diverse sources.
	<b>Employee/Alumni Referral</b>	Employee/Alumni Referral includes tracking and maintaining relationships with top "alumni" – selecting past employees who may consider returning and/or refer others. Creating an incentive or rewards system to encourage employee participation.
		Human Resources (HR) will have to be creative and work to ensure an increase in applications from women, minorities and others to obtain sufficient numbers of applicants.
	<b>Assessment/Selection</b>	Examines selection and assessment technologies – automated requisitioning, applicant tracking and candidate acquisition, methods and best practices, including job analysis, initial screening tools, skills and competency screening, on-line testing and assessment, interviewing, background and reference checking, and on-boarding. Developing and maintaining effective automated agency to applicant communication systems
		Skills Assessments/Filling Skill Gaps/Critical Skill Gaps

## APPENDIX E: Human Capital Query Response

1. What are the existing and/or emerging human capital trends in the Department of Energy (DOE), other Federal agencies, state and local government and/or the private sector?		
Theme	Trend	Comments
<b>Talent Development</b>	<b>Competencies/Skills</b>	<p>Competencies – Identifying current and future competencies, establishing clear definition of competencies through a competency dictionary, skills profiling, goal setting, gap analysis, and the design, development and implementation of training programs that address current skill gaps and develop new skills sets needed for a changing government.</p> <p>Skills Assessments/Filling Skill Gaps/Critical Skill Gaps</p> <p>Effective management of the employee skill mix.</p> <ul style="list-style-type: none"> <li>The skill mix is the ultimate product requiring constant attention if success is to be achieved and maintained. Flexible, creative leadership is required to perfect this task. The fact that this task is frequently mismanaged suggests that leadership skills are deficient.</li> <li>HR functions in the Federal Government and the Department receive insufficient attention and resources. The result is a deficient skill mix, under performance, and a progressively ineffective staff.</li> </ul>
	<b>Engaging and Retaining Talent</b>	Decreased levels of productivity, creativity and loyalty with staff and higher turn-over
	<b>Knowledge Management</b>	<p>Knowledge Management – includes the expansion of formal and informal systems that preserve and protect knowledge (i.e., formalize and track the exit interview process and data resulting from it.) with an emphasis on formally gathering, codifying, and making available captured knowledge to advancing employees.</p> <p>Continued loss of corporate knowledge that is not being adequately replaced or backed up (KM is a joke)</p>
	<b>Aligning Talent</b>	Aligning Talent – includes developing practices and initiatives to align and develop employees with short and long-term goals of an agency.
	<b>Career Transition</b>	Career Transition – includes providing assistance as employees transition to new positions internally or externally and greater emphasis on completing detail assignments outside of government to broaden experience.
	<b>Diverse Workplace</b>	Diverse Workplace – includes integrating diversity into workforce planning and creating programs of inclusion that both broaden the agency view of diversity and establish a clear return on investment and metrics of success that demonstrate diversity as a business imperative and the basis for maintaining a continued competitive advantage position.
	<b>Executive Mobility</b>	Executive Mobility – creating effective management career programs that emphasize the benefits of experiencing new and diverse challenges outside of one’s current office setting. Encouraging executives to participate in detail assignment that broaden their experience in leadership development, leadership training, and building coalitions and partnerships.
	<b>Incentives</b>	<p>Incentives – examines the broad mix of tools employers can use to motivate and engage employees (i.e., monetary compensation, employee development and training, career management and internal opportunity, effective leadership, flexible benefits, flexible work options, and more.)</p> <p>Developing/building a motivated workforce. A motivated workforce is the hallmark of a successful organization. Building a motivated workforce implies leadership at all levels of the organization. Leadership appears to be a rare resource that limits the Department from reaching its potential.</p> <p>Sustaining a motivated workforce (training, and retaining appropriate skilled employees).</p> <ul style="list-style-type: none"> <li>Sustaining a motivated workforce implies application of appropriate leadership in the form of dynamic career development of each employee. Getting the combination of training, coaching, reviewing, and rewarding employees correct remains far too much of an art in today’s business environment and the Department.</li> <li>Lack of a consistent, coherent Federal approach to defining inherently Federal functions from contractor functions helps create a dearth of human capital training, coaching, and development of Federal staff.</li> </ul> <p>Benefits including health care, day care, retirement, etc. Compensating the workforce is the third leg of human capital management triad. FlexBenefits proceed beyond the dollar value of compensation.</p>
	<b>Leadership Development</b>	<p>Leadership Development – includes examining, promoting, and evaluating corporate leadership development initiatives that build on the 5 Executive Core Qualifications (ECQ’s). Creates a seamless “leadership track” that helps prepare leaders from entry-mid-senior level positions.</p> <p>Leaders are not fully prepared and seasoned enough to take on leadership roles and responsibilities. Some lead by intimidation and others lead by not making the tough decisions.</p>
	<b>Learning Strategies</b>	Learning Strategies – promotes formal and informal continuous learning opportunities with an emphasis on maximizing e-learning tools.
	<b>Lifestyle Wellness/Work/Life Issues</b>	Lifestyle Wellness – employee benefits and workforce innovations aimed at balancing life and work.

## APPENDIX E: Human Capital Query Response

1. What are the existing and/or emerging human capital trends in the Department of Energy (DOE), other Federal agencies, state and local government and/or the private sector?		
Theme	Trend	Comments
	<b><i>Mentorship Strategies</i></b>	Mentorship Strategies – creating, promoting, and monitoring developmental programs conducted through formal and informal learning opportunities. As part of effective mentorship utilize current training and development tools including e-learning, flexible training options, tuition reimbursement, and formal assignment of mentors.
	<b><i>On-Boarding</i></b>	<b>On-Boarding</b> – starts by focusing on the new hire’s experience in the first week (i.e., hand-off from recruiter to manager, access to the equipment, smooth payroll process, security, orientation, etc).
	<b><i>Retaining Talent</i></b>	<b>Retaining Talent</b> – concentrating on determining what mix of tools, policies, benefits, and technologies have the highest positive effect on retaining talent, significant emphasis on training (formal and informal).
	<b><i>Strategic Performance Management/Measurement Systems</i></b>	<b>Strategic Performance Management Systems</b> – more than performance reviews, performance management systems and processes are being integrated with hiring, retention, learning, compensation and career transitions initiatives.
	<b><i>Succession Planning</i></b>	<b>Succession Planning</b> – includes identifying high potential employees, aligning them in directions that best leverage their talent, and grooming them through the use of mentors, coaching, and training and education. Recognizing that new hires will stay in their position an average of 5 years.



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<b>a. Why you think this is an existing and/or emerging trend?</b>		
<b>Theme</b>	<b>Trends</b>	<b>Comments</b>
<b>Talent</b>	<b>Future Labor Trends</b>	<p>Students' interest and proficiency in science, mathematics, and engineering has dramatically decreased.</p> <p>Statistics indicate that employees are working longer; retiring much later in life.</p> <ul style="list-style-type: none"> <li>Large-scale turnover – *the federal government is vulnerable to the coming baby boomer retirements. While the average age of the American worker has increased over the past decade, the federal civil service has twice as many workers over age 45 (60 percent) as the private sector (31 percent). According to OPM estimates, among all full-time permanent employees in the federal workforce as of Oct 2004, 58 percent of supervisory and 42 percent of non-supervisory workers will be eligible to retire by the end of FY 2010. In addition to these retirements eligible, more than 200K federal employees are expected to resign over the next five years, resulting in a potential loss of nearly 900K workers. *(information extracted from Partnership for Public Service report on "Federal Brain Drain")</li> <li>Loss of key employees – The impact on government effectiveness will be compounded by the concentration of turnover in high-level and hard-to-staff positions with specialized skills. It is estimated that 42 percent of the SES will retire by 2010.</li> </ul>
		<p>Demographics – The youth population is decreasing while the retiring population is increasing. The war for talent will continue to be waged, with industry battling each other and the government agencies battling with each other and industry for the best talent.</p>
		<p>Golden Collar Workers - Roger Herman and Joyce Gioia, in "Human Trend Alert," published in the Association of Career Professionals International, 2005. The next generation "golden collar" workers will be more focused on creativity, communication, and collaboration. Innovation and re-engineering will be keys to an entity's success, so companies will seek out the golden collar workers, many of which are expected to be graduates of liberal arts colleges and secondary schools that inspire students to make a difference.</p> <p>Generation Y: From Carol Kinsey Goman, Ph.D., in "Ready or Not, Here They Come!" The first wave of Generation Y's, those born between 1984 and 2002, will enter the workforce in the next few years, bringing with them a completely different set of values and motivations. They work to live, not live to work. This will be significant when coupled with the next emerging trend, "Get a Life." Gen Y's will be extremely racially and ethnically diverse, from a plethora of different social and cultural environments. They are opinionated and knowledgeable, having grown up in the digital age. They eschew the implied contract between employer and employee; they don't believe in job security or even loyalty, and they want meaning in their lives – to make a difference, and to have a life. They want a challenging, exciting job, while also having control over their lives. The 24/7 expectation won't work for them (Goman).</p>
	<b>Cost-Containment and Outsourcing</b>	<p>Outsourcing and Offshoring – Improving efficiency, particularly in the information technology (IT) arena, requires a whole new skill set, including multi-lingual capabilities and self-management for offshoring. Government employment and collaboration abroad will require a greater understanding of the culture, the people and their business practices in these foreign lands. When a function is outsourced, the government reduction-in-force procedures inevitably lead to loss of the youngest employees, driving down the number of employees potentially "in the pipeline," and simultaneously pushing out many of the "grey beards," those employees with the most knowledge and experience, our institutional memory and corporate knowledge. Outsourcing further damages the implied contract between employer and employee (Ivey Business Journal). Employees no longer view their employment with any entity as stable or secure. Government outsourcing under A-76 increases the workload of both the acquisition workforce as well as the workforce under study, and the employment uncertainty creates a severe morale problem.</p>
		<p>This has evolved over time. Buy-out restrictions impact ability to recruit for entry-level positions. Interns are promoted too quickly (promoted as soon as they reach their one year mark at each level), which diminishes their ability to progress beyond a certain point early in their careers. Closure facility mentality.</p>
		<p>Budget constraints – Declining agency budgets continue to adversely impact employee hiring as well as employee retention.</p>
	<b>Contingent Workforce</b>	<p><i>Refer to list of references researched</i></p>
	<b>Changing Organizational Culture</b>	<p>Get a Life: From "Get a Life," by Jody Miller and Matt Miller, Fortune Magazine, November 28, 2005. Increasingly, the last wave of Baby Boomers and Baby Boomer Echoes are questioning if the of Baby Boomers and Baby Boomer Echoes are questioning if the sacrifices they've made in the pursuit of success are worth it. Increasingly, even at the top jobs in the private sector, there is a revolt brewing: top talent wants a work-life balance. This is approaching the point where a company's competitiveness will hinge on its ability to provide employees with a humane working environment that permits executives to enjoy personal pursuits. Jobs need to be human-sized. For the government, this is extremely problematic given the continuing downsizing and outsourcing, where most organizations are one deep in talent and most employees actually perform two or more diverse functions. But as the Fortune article points out, this doesn't mean more productivity, just more hours. People need to do activities outside of work that nourish them; those activities that let them relax and rejuvenate that also help to improve their productivities.</p>

## APPENDIX E: Human Capital Query Response

<b>a. Why you think this is an existing and/or emerging trend?</b>		
<b>Theme</b>	<b>Trends</b>	<b>Comments</b>
		<p>We will be losing a great deal of institutional knowledge, which must be replaced. This poses both a challenge and an opportunity to make cultural shifts in the way DOE operates, and could affect the ability of DOE to fulfill its missions in future years.</p>
		<p>Matching the Right Talent with the Right Business Need at the Right Time (&lt;deleted&gt; needs the kind of flexibility in HR practices that we have in contracting, and purchasing policies and procedures.</p> <ol style="list-style-type: none"> <li>1. Imperativeness of flexibility in recruiting and hiring policies and procedures.</li> <li>2. Flexibility in compensation methods of setting pay (ability for compensation to be incorporated into our rates decisions, our internal cost management and specific recruitment and retention strategies tied directly to business need), decision-making and administration (as we move to new personnel rules).</li> <li>3. Flexibility in staffing (move the talent quickly to where we need it – both inside and outside of &lt;deleted&gt;, or let people go when we don't need them, or creative use of contractors and outsourced companies providing the talent.</li> </ol> <p>Retention and Managed Attrition</p> <ul style="list-style-type: none"> <li>• Retirement profile is one of our largest business risks.</li> <li>• Flexibility of benefits package is another risk we will have to contend with.</li> <li>• Not all skills are created equal—some are mission critical, while other skill sets are less needed on a permanent basis. Thus, policies and procedures need to recognize the differences. Staffing and development strategies need to be better in synch with business strategies and needs.</li> </ul> <p>The Cultural Sea Change</p> <ul style="list-style-type: none"> <li>• For the next five years there will be a large overlap as nearly 40 percent of BPA's older workers are in the last several years of their careers, and the newer workers are coming on board. There will be a multitude of cultural challenges to manage, i.e., computer systems savvy workers vs. those who are used to other work methods; centralization of decision making vs. field and employee autonomy; standardization of work methods, equipment, etc., promoting and encouraging innovation in the work place as we strive to lower our rates and contain costs.</li> <li>• The Corporate need vs. the individual. There is a shift occurring where many individuals are more focused on work/life balance. There is a general expectation among many of the new, especially younger, workers, that there are policies and programs in place to support their quality of life. 'Corporate loyalty' and climbing the 'corporate ladder' are not as prevalent among newer workers. These factors need to be incorporated into Human Capital strategies.</li> <li>• The President Management Agenda (PMA) continue to need core skills, i.e., engineering, electricians, and linemen, AND emerging skills that parallel the utility marketplace, i.e., energy analysts, negotiators, financial analysts (who can work with Bond Rating agencies, and Wall Street analysts), risk management analysts, rates analysts, systems (hydro, transmission) planners, etc.</li> </ul> <p>Continuity of Operations</p> <ul style="list-style-type: none"> <li>• DOE is on the President's National Energy policy and the PMAs play a vital role in continuity of the nation's support infrastructure during natural and man-made disasters. Our HC strategies now need to incorporate/factor in how the organization's mission will be carried out at all times, under all conditions.</li> </ul>
		<ul style="list-style-type: none"> <li>• Less support from public with broad goals of current administration</li> <li>• Lack of candor at highest levels of federal agencies and perception of either hidden agenda or incompetence</li> <li>• Top down driven agendas that are political and unrealistic while being wrapped around catchy phrases and given vague measure that hide the fact that little real progress is being made (i.e. No Child Left Behind, Proud to Be, etc.)</li> <li>• "For profit" focus of private sector even if it conflicts with national interests (i.e. Haliburton, KBR, etc.)</li> <li>• Increased concern over health care and benefit costs forcing reduction of staff size, development activities (broken contract)</li> <li>• The workplace is rarely "fun" anymore and is just "work"</li> </ul>
	<b>Employer Branding</b>	Broad disillusionment with public service due to myriad ethical lapses with current elected and appointed individuals (too many to name here)
		Obstacles to talent outreach – Lack of visibility by the federal government for getting the message out to the younger workforce that government service can be a very challenging and rewarding career choice, with significant opportunity for accelerated responsibility, creativity, innovation, and professional advancement.
	<b>Talent Management Technology/Business Process Reengineering</b>	<p>HR Service Delivery</p> <ul style="list-style-type: none"> <li>• HR policies and procedures need to be much simpler, easy to access directly by managers and employees (self service) high tech vs. high tough service delivery, flexible (adapt to changing needs), and responsive. It still takes too long, for example, to fill jobs. And, there are too many rules that often preclude us often from hiring the best qualified to do specific, mission critical work.</li> <li>• We need to be more entrepreneurial in the HR arena vs. being program delivery driven. All too often HR professionals are focused on</li> </ul>

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<b>a. Why you think this is an existing and/or emerging trend?</b>		
<b>Theme</b>	<b>Trends</b>	<b>Comments</b>
		administering Federal personnel programs vs. serving as a knowledgeable business partner. We are too focused on retention of what 'was' vs. leading the way, thinking outside the box.
		<ul style="list-style-type: none"> <li>• Time – It takes months to hire a new employee.</li> <li>• Efficacy – Poor communication between federal managers and HR professionals on the qualities and skills needed in a candidate. Those individuals that make it to the end of the hiring process are often not the most qualified for the position.</li> <li>• Complexity – Federal job application instructions can be complex and time consuming with verbiage and jargon that are incomprehensible to those new to government service. We often lose the applicant at the beginning of the process.</li> </ul>
<b>Talent Acquisition</b>	<b>Strategic Competitive Sourcing and Recruitment</b>	<ul style="list-style-type: none"> <li>• Direct hire authorities seem to be more accessible now than they have been in the last 20 years. Increased availability and/or requests for these authorities would indicate a trend toward the need to simplify or revise the competitive processes that are standard in the Federal government. External recruitment processes remain cumbersome and limiting.</li> <li>• The Department seems to be placing less emphasis on intern programs over the last 5 to 10 years, resulting in an aging workforce and an environment that is not conducive to attracting and retaining fresh, energetic employees due to insufficient numbers of peers in the workplace.</li> </ul>
	<b>College Recruiting</b>	The highly skilled employees have more options at their disposal when considering employment. Both government and private industry are constantly exploring flexibilities to attract, retrain and retain quality employees.
	<b>Diversity Sourcing</b>	<i>Note: Refer to referenced research listed below</i>
	<b>Employee/Alumni Referral</b>	<i>Note: Refer to referenced research listed below</i>
	<b>Assessment/Selection</b>	<i>Note: Refer to referenced research listed below</i>
<b>Talent Development</b>	<b>Competencies/Skills</b>	A robust discussion including all levels of the Department staff mix focused on reforming the spectrum of HR issues facing the Department would be a good start. A professional, well-resourced central HR department would help create a standardized, working personnel management system. Effective career development would round out a program of cadre development in the Department.
	<b>Engaging and Retaining Talent</b>	<i>Note: Refer to referenced research listed below</i>
	<b>Knowledge Management</b>	<i>Note: Refer to referenced research listed below</i>
	<b>Aligning Talent</b>	<i>Note: Refer to referenced research listed below</i>
	<b>Career Transition</b>	<i>Note: Refer to referenced research listed below</i>
	<b>Diverse Workplace</b>	<i>Note: Refer to referenced research listed below</i>
	<b>Executive Mobility</b>	<i>Note: Refer to referenced research listed below</i>
	<b>Incentives</b>	<i>Note: Refer to referenced research listed below</i>
	<b>Leadership Development</b>	Leadership development – The trend of the workforce decreasing in number and experience coupled with increases in workload complexity and stress result in less time for employee development, especially for critical senior management positions.
	<b>Learning Strategies</b>	<i>Note: Refer to referenced research listed below</i>
	<b>Lifestyle Wellness/Work/Life Issues</b>	<i>Note: Refer to referenced research listed below</i>
	<b>Mentorship Strategies</b>	<i>Note: Refer to referenced research listed below</i>
	<b>On-Boarding</b>	<i>Note: Refer to referenced research listed below</i>
	<b>Retaining Performance Management/Measurement</b>	<i>Note: Refer to referenced research listed below</i>
	<b>Succession Planning</b>	<i>Note: Refer to referenced research listed below</i>
<b>Research/Best Practices apply to themes listed above</b>	<b>Research/Best Practices Apply to trends listed above</b>	<p>Based on researching various organizations best practices and Human Capital Management resources/reposts such as:</p> <ul style="list-style-type: none"> <li>• Human Capital: Partnership for Public Service – Report on the Federal Brain Drain (November 21, 2005).</li> <li>• Human Capital: Partnership for Public Service, Where the Jobs Are – The Continued Growth of Federal Opportunities (February, 2005).</li> <li>• Human Capital: Partnership for Public Service, Mid-Career Hiring in the Federal Human Capital: A Strategy for Change.</li> <li>• Report to the President: The Crisis in Human Capital, report by Senator George V. Voinovich (December 2000).</li> <li>• Human Capital: Insights on the Human Capital Crisis – Reflections of Generation X.</li> <li>• Human Capital: Merit Systems Protection Board – What's on the mind of Federal Human Capital Stakeholders? (May 2004)</li> <li>• Human Capital: Design, Implementation, and Evaluation of Training at Selected Agencies (GAO/T-GGD-00-131, May 18, 2000).</li> <li>• Human Capital: Using Incentives to Motivate and Reward High Performance (GAO/T-GGD-00-118, May 2, 2000).</li> </ul>

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<i>a. Why you think this is an existing and/or emerging trend?</i>		
<i>Theme</i>	<i>Trends</i>	<i>Comments</i>
		<ul style="list-style-type: none"> <li>• Senior Executive Service: Retirement Trends Underscore the Importance of Succession Planning (GAO/GGD-00-113BR, May 12, 2000).</li> <li>• Human Capital: Observations on EPA's Efforts to Implement a Workforce Planning Strategy (GAO/T-RCED-00-129, Mar. 23, 2000).</li> <li>• Space Shuttle: Human Capital and Safety Upgrade Challenges Require Continued Attention (GAO/NSIAD/GGD-00-186, Aug. 15, 2000).</li> <li>• Human Capital: Managing Human Capital in the 21st Century (GAO/TGGD-00-77, Mar. 9, 2000).</li> <li>• Human Capital: Strategic Approach Should Guide DOD Civilian Workforce Management (GAO/T-GGD-NSIAD-00-120, Mar. 9, 2000).</li> <li>• SSA Customer Service: Broad Service Delivery Plan Needed to Address Future Challenges (GAO/T-HEHS/AIMD-00-75, Feb. 10, 2000).</li> <li>• Human Capital: Key Principles From Nine Private Sector Organizations (GAO/GGD-00-28, Jan. 31, 2000).</li> <li>• Management Reform: Elements of Successful Improvement Initiatives (GAO/T-GGD-00-26, Oct. 15, 1999).</li> <li>• Federal Workforce: Payroll and Human Capital Changes During Downsizing (GAO/GGD-99-57, Aug. 13, 1999).</li> <li>• Managing for Results: Opportunities for Continued Improvements in Agencies' Performance Plans (GAO/GGD/AIMD-99-215, July 20, 1999).</li> <li>• U.S. General Accounting Office, <i>A Model of Strategic Human Capital Management</i>, GAO-02-373SP (Washington, D.C.: Mar. 15, 2002)</li> </ul>

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<i>b. Please rank each trend in order of importance/priority</i>	
Overall Priority	Supporting Details
<ol style="list-style-type: none"> <li>1. Succession Planning/Intern Programs</li> <li>2. Competencies/Skills Gaps</li> </ol>	
	<ol style="list-style-type: none"> <li>1. Leaders are not fully prepared and seasoned enough to take on leadership roles and responsibilities. Some lead by intimidation and others lead by not making the tough decisions.</li> <li>2. Aging workforce and preparing others to “carry on.”</li> <li>3. Baby Boomers reaching retirement age.</li> <li>4. Hiring restrictions.</li> <li>5. Severely reduced budgets are impacting ability to recruit, hire, train, and maintain a competent workforce.</li> <li>6. Supervisors want to hire fully trained versus entry level.</li> <li>7. Inability to attract the “cream of the crop”</li> </ol>
	Lack of a significant number of individuals in the pipeline with the technical experience necessary to shape a 21st Century/new generation workforce, which can be ready to step into the shoes of retiring, or soon to retire, scientists, mathematicians, and engineers is the above trend of the highest importance.
	<ol style="list-style-type: none"> <li>1. Decreased emphasis on intern programs</li> <li>2. Cumbersome competitive processes</li> </ol>
	All are important but the top 3 are 1. Competency management, 2. Promoting and implementing the Future Leaders Internship Program, and 3. Creating and supporting succession planning efforts that focuses on leadership development.
	<ol style="list-style-type: none"> <li>1. Succession Planning</li> <li>2. Skills Analysis/Filling Skills Gaps</li> <li>3. Recruitment</li> <li>4. Performance Management</li> <li>5. Compensation</li> <li>6. Competitive Sourcing</li> <li>7. Employee Work/Life Issues</li> <li>8. Performance Measurement and Management</li> <li>9. Telecommuting</li> </ol>
	<ol style="list-style-type: none"> <li>1. Aging Workforce</li> <li>2. Critical Skills</li> </ol> <p>The above trends are very closely related. However, the situation with an aging workforce can compound an existing skills imbalance.</p>
	Preparing for the future DOE workforce is the top priority.

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<b>2. What initiatives or strategies would you suggest to address the trends/concerns listed above?</b>		
<b>Themes</b>	<b>Trends</b>	<b>Comments</b>
<b>Talent</b>	<b>Future Labor Trends</b>	<i>Note: Suggested initiatives and strategies incorporated in responses below.</i>
	<b>Cost Containment and Outsourcing</b>	DOE must sufficiently fund HR automation programs and enhancements.
	<b>Contingent Workforce</b>	Use of the flexibilities of the "system" to hire more temporary and term employees (and contractors) to accomplish work that is temporary or situational in nature.
		New approaches are needed to retain valuable employees and increase hiring of experienced personnel. For example, the "new corporation" consists of the core group of managers and skilled workers who lead the organization, the contractual fringe, and the flexible labor force. Greater use of the "flexible labor force" (or Project-Based Employee Pool) is an overlooked source for filling gaps. Re-employing federal retirees, either as reemployed annuitants or through use of Lifestyle Wellness/Work/Life Issues limited-term appointments, is a valuable tool for filling short-term, critical skill gaps. Their knowledge can also be leveraged through knowledge retention programs, mentoring activities, etc. Since many retirees want to continue to work, hiring retirees back into the workforce is a viable alternative. This also alleviates the projected knowledge drain expected as baby-boomers retire.
	<b>Changing Organizational Culture</b>	Find ways to increase employee buy-in for new management directions.
		Partner with executive management to define and build the corporate culture and a compelling corporate and employment brand.
		Develop individual empowerment and accountability for staff members to help achieve the mission and vision of the organization.
		The Cultural Sea Change <ul style="list-style-type: none"> <li>Promote a positive work environment that enables employees to do their best.</li> <li>"Changing the way we do business".</li> <li>Diversity is incorporated as strategic lever (advantage) into workforce strategies and plans.</li> </ul>
		DOE needs forward thinkers.
		What's the future of DOE? We are not just a closure and cleanup entity.
		Continuity of Operations Having a Continuity of Operations Plan in place and clearly identifying roles and responsibilities.
		HR Service Delivery <ul style="list-style-type: none"> <li>Preparing and retraining HR professionals for the change.</li> <li>Shifting HR roles to be more business partners vs. administering Federal personnel programs.</li> </ul>
		A robust discussion including all levels of the Department staff mix focused on reforming the spectrum of HR issues facing the Department would be a good start. A professional, well-resourced central HR department would help create a standardized, working personnel management system.
		Lift hiring restrictions. Empower site managers to deal with their workforce issues locally without having to say, "Mother may I" to HQ.
		The Department has some great initiatives going on in pockets of the Agency. One strategy, which would be effective, is to build on the individual success using a corporate approach. Streamlining process and taking corporate approaches to address some of the cross-cutting issues would be both efficient and effective. <ul style="list-style-type: none"> <li>Input from those actually out in the field executing programs on new initiatives versus inventing them all at HQ</li> <li>Less "politics" in programs</li> </ul>
		It appears that HR staff will either have a new job focus or will go to the Shared Service Centers. In either case, they will require some retraining. HR must prepare for this change. Any HR professionals remaining in the organization will have a more strategic and consultative focus and will need to know where to get specialized knowledge quickly.
		To succeed in the new roles, HR professionals must understand and be in alignment with the business and organizational objectives. They will need to have an ability to identify and implement new ways of getting work done. Responsibilities will likely include increased utilization of HR automated systems.
		Managerial accountability as we move towards self-service and automation.
	<b>Virtual Workforce</b>	Flexibility in working hours and increased opportunity for tele-commuting persuade workers to stay on longer.
		Provide support and training for virtual teams.
	<b>Employer Branding</b>	DOE needs to attract new employee with state-of-the-art skills and ideas.

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<b>2. What initiatives or strategies would you suggest to address the trends/concerns listed above?</b>		
<b>Themes</b>	<b>Trends</b>	<b>Comments</b>
		Better promotion of “family friendly” programs.
		HR will need to lead the effort in creating an organizational environment that is attractive and valued by employees.
		DOE needs to become the “employer of choice” within the federal government, and the Department must also find ways to become an attractive place to work for those who currently do not consider Federal employment attractive.
	<b>Talent Management Technology/Business Process Reengineering</b>	Disaster recovery plans will require redundancies and back up systems, development and maintenance of secure lines of communication, awareness of developing situations, and knowledge of where employees are and how to evacuate them before the need arises.  HR will be responsible for more administrative procedures that help ensure the safety of employees. There will be more techniques for monitoring people’s identity and whereabouts.
		Cumbersome hiring processes, particularly for external recruitment, limit our ability to recruit and hire the best and brightest candidates to the Department. (ORO has submitted 2 requests for direct hire authorities for the 1102 Contracting Series and the 510 Accounting Series. These were submitted approximately 1 year ago with little or no action by HQ to address the status of our request.) DOE should develop request for and take action on direct hire authorities that are currently available and justified.
		Streamlining and reengineering the hiring process will give the Department a competitive edge and facilitate timely job offers to highly qualified candidates.
		The hiring process within the federal government is wrought with rules and regulations, which result in excessive delays in placing well-qualified staff in key positions. Continuing changes to the federal hiring process need to occur to enable agencies to quickly hire quality candidates for key DOE positions.
		Track and monitor the time it takes to hire new and internal talent. Fix the bottlenecks after identification.
<b>Talent Acquisition</b>	<b>Strategic and Competitive Sourcing and Recruitment</b>	Make recruiting talent a top priority in the Department of Energy and hold agency leaders and managers responsible for results.
		Since the Department has a highly technical workforce, it would be beneficial to the organizations to have direct hire authority for technical positions. The Department’s Corporate Recruitment Council’s proposal to establish an entry level pipeline through partnership with universities would be an excellent initiative to facilitate recruitment efforts in a competing market.
		The DOE should effectively utilize the Department’s scientific and technical resources, including its national laboratories, to inspire, educate, and encourage a new generation of career scientists and engineers to meet the challenges of the future and enhance the scientific literacy of the nation.
		Tailor recruitment and retention incentives to highly vulnerable and critical skills.
		With respect to trends in the local labor market, the EMCBC and its serviced sites hire primarily from nationwide sources for journeyman professional and administrative positions. Hiring in the local labor markets is normally used to fill clerical and technical positions, the applicants of which are generally from other Federal agencies.
		To meet near term attrition – utilize 3Rs to attract seasoned experts into the Federal workforce
		Stronger recruiting efforts and incentives for hard to fill positions should be considered (or consider them for outsourcing).
	<b>College Recruiting</b>	Intern program recruitment should be formalized within the Department with increased emphasis on rotational assignments, specific training plans that include short-term projects where interns can learn project management skills and demonstrate accomplishments, and shadowing assignments.
	<b>Diversity Sourcing</b>	<i>Included in description provided in previous response.</i>
	<b>Employee/Alumni Referral</b>	<i>Included in description provided in previous response</i>
	<b>Assessment/Selection</b>	<i>Included in description provided in previous response.</i>
<b>Talent Development</b>	<b>Competencies/Skills</b>	Determining and closing knowledge and skills gaps are important steps toward meeting DOE’s mission and goals. Efforts are also needed to place more entry -level and mid-career employees through use of existing recruitment and retention incentives.
		Anticipate, devise, and deliver ongoing training for staff, employees, and managers on technology.
		Recruit workers with expanded technical skills.
	<b>Engaging and Retaining Talent</b>	Retention and Managed Attrition <ul style="list-style-type: none"> <li>• Stronger retention effort to retain hard to fill positions.</li> <li>• Flexibility with compensation and benefits package.</li> </ul>
		Change the retirement rules for part-time employment.
		Agencies also need to adopt a flexible outlook to developing employees’ work contracts, incentives and career development plans rather than one size fits all approach.
	<b>Knowledge Management</b>	Mentoring and shadowing programs capture the knowledge of departing employees.

## APPENDIX E: Human Capital Query Response

<b>2. What initiatives or strategies would you suggest to address the trends/concerns listed above?</b>		
<b>Themes</b>	<b>Trends</b>	<b>Comments</b>
		Management should be encouraged to be more flexible in using lead time to recruit for and fill critical positions. This would allow for some overlap between the departing employee and the new hire to allow easier transfer of corporate knowledge.
	<b>Aligning Talent</b>	<p><u>Matching the Right Talent with the Right Business Need at the Right Time</u></p> <ul style="list-style-type: none"> <li>• Allow more flexibility with recruiting and hiring.</li> <li>• A robust recruitment plan and incentives for hard to fill positions.</li> <li>• Sharing of talent with DOE's Corporate Recruitment.</li> <li>• Flexibility with contractors.</li> </ul>
	<b>Career Transition</b>	Refer to Knowledge Management
	<b>Diverse Workplace</b>	Define, promote and leverage diversity.
	<b>Executive Mobility</b>	Refer to Leadership Development
	<b>Incentives</b>	Reward risk-takers.
		Upward mobility and job sharing positions needed.
	<b>Leadership Development</b>	Effective career development would round out a program of cadre development in the Department.
	<b>Learning Strategies</b>	HR professionals will need to ensure appropriate training is available. This might include working in partnership with local and national universities, schools and governments to facilitate training and development of their workforces.
	<b>Lifestyle Wellness/Work/Life Issues</b>	More fully utilize flexi-workplace programs.
		As the Baby Boomer generation declines, Generation X has emerged. Gen-Xers have a new work culture and work ethics. Gen-Xers prove themselves as having ambition, drive and ability. They are looking for work and life balance. Agencies need to think beyond the current federal workforce and create or enhance existing flexiwork strategies to attract talented employees from all sectors (i.e., demographic, geographic) of the workforce.
	<b>Mentorship Strategies</b>	Refer to Knowledge Management
	<b>On-Boarding</b>	Included in description provided in previous response
	<b>Retaining Talent</b>	Stronger retention efforts and incentives for hard to fill positions persuade workers to stay on longer.
	<b>Strategic Performance Management/Measurement Systems</b>	Adopting pay-for-performance would be another initiative, which would increase flexibility in compensation for high performers.
		DOE has recently changed the performance rating system for employees. This new performance system responds to DOE's Human Capital Management challenges, is strategically aligned, and employees are to be held accountable to achieve meaningful results.
	<b>Succession Planning</b>	Do succession planning in the right way.
		DOE needs programs to transition existing non-retirement eligible workers to assume the responsibilities and duties of the retirement eligible workforce.
		The Department should also explore solutions to preparing technical staff for leadership positions. This initiative would decrease the number of leadership positions, which would have to be recruited from outside the Department and facilitate succession planning.
		HR must anticipate future knowledge needs, and contribute to necessary succession planning initiatives.
		<ul style="list-style-type: none"> <li>• To meet longer term attrition – utilize internships and establish career development positions as a succession strategy</li> <li>• To pave the way for potential hires to grow with the Program to become our future managers and leaders, offer buyouts/early retirement incentives</li> </ul>
<b>Other</b>		While the National Nuclear Security Administration (NNSA) already has in place a wide variety of programs, initiatives, and activities to address recruitment, retention, and training and development of the workforce, there are several key improvement areas that merit special emphasis. These are organized under the 5 headings in the NNSA Human Capital Management Plan and include: Strategic Alignment, Workforce Planning and Deployment, Talent, Leadership and Knowledge Management, Performance Culture, and Accountability. Together, their successful implementation will greatly enhance NNSA's ability to effectively manage its human capital efforts. Refer to response to question 7 for additional information.
		Explore, tailor, and use, as appropriate, cutting-edge best business practices from industry and academia.
		<ul style="list-style-type: none"> <li>• General housecleaning at upper levels of govt</li> <li>• National health care</li> <li>• Less spending on Defense and shift of money to benefit employees</li> <li>• Fewer appointees in govt agencies</li> <li>• Decrease influence of money/corporations on public policy government for the people)</li> </ul>



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## APPENDIX E: Human Capital Query Response

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### 2. What initiatives or strategies would you suggest to address the trends/concerns listed above?

<i>Themes</i>	<i>Trends</i>	<i>Comments</i>
		<ul style="list-style-type: none"><li>• Refocus government on taking care of citizens needs versus taking care of needs of big money folks</li><li>• Multi-year budgets that are less driven by pork politics and more driven by needs of the nation</li><li>• Need for those at the top levels of government and companies to be ethical or get fired for lapses</li><li>• Bring back Harry Truman</li></ul>

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<b>3. What consequences do you foresee if DOE does not address the existing and/or emerging trends?</b>	
<b>Overarching Consequences</b>	<b>Comments</b>
<b>Inability to accomplish the mission</b>	If these trends are not addressed, DOE will not be in a position to carry out its mission. Good employees will not be recruited or retained. Automated systems will not provide the needed competitive edge. Productivity will be lost as employees struggle with new management directions that seem to have left them behind. Productivity will also be impacted, either by safety concerns, or unintended “side-effects” of protections put in place to address those concerns. Finally, HR must figure out ways to motivate both the general workforce, and particularly the HR sub-set, in spite of funding shortfalls and looming outsourcing.
	DOE and in particular NNSA will not be able to complete its mission. Our nation will lose its comparative advantage in science and engineering which will directly affect our ability to protect America. We are in a dire time of change; NNSA like other agencies, must address issues related to closing the gap in the area of skills mix; otherwise, we will not have the right people in the right location at the right time or with the right skill sets and our mission will not be accomplished. We must reduce the “brain drain” that continues due to loss of personnel through attrition and retirement.
	If DOE does not address the emerging trends, the agency will not have the necessary skills to execute the mission. Prospective employees are researching prospective employers and trying to get the best deal. Talented employees expect to work in an environment where they are valued and offered competitive benefits and developmental opportunities. As the Department competes with other agencies and private industry to attract and retain talent, it must be able to provide tangible and measurable strategies that prospective talent can see at work. The Department must also continue to explore initiatives to assist employees in addressing work/life issues. Stress is having a major impact on the nation’s workforce. The Department is going to have to take into consideration the demands of life in addition to the demands of work on employees. The Department’s willingness to be more flexible in these changing times is going to be critical to its success in managing its human capital.
	If DOE does not address the existing and/or emerging human capital trends, the Department’s ability to achieve its mission and goals will be hampered. The DOE will be less prepared to respond to new and unanticipated mission demands and will lose a significant amount of institutional memory. For example, knowledge management strategies entail the need to hire more entry-level professionals now such that those with the institutional knowledge can transfer to the newer members of the workforce prior to their retirement. In becoming the employer of choice, the federal government must increasingly implement strategies that meet the needs of the younger generations of workers or they will seek employment in other sectors of the U.S. workforce.
	Failure to address the emerging trends noted will reduce efficiency of the Department and ultimately trim effectiveness to the point of corporate failure. While this is a long-term possibility, the practical effect of failing to address the pernicious human capital issues confronting the Department is progressive inefficiency and the related costs to morale, staff development, and mission effectiveness.
<b>Not having the right people in the right place at the right time</b>	Loss of corporate knowledge. Longer “up-to-speed” training times. With no one on board to indoctrinate the new employee – it may take a longer time to train them.
	Lack of adequate staff on board when they are needed.
	Consequences include: knowledge gap, poorly trained, incompetent workforce; and the inability to compete with private industry for the “best and brightest”.
	<ul style="list-style-type: none"> <li>• Failure to seek a consistent infusion of fresh, energetic interns into the Department will create a stale environment that will hamper our ability to attract interns who are looking for an exciting workplace where they can demonstrate professional expertise and enjoy their work while working alongside their peers. As the Department’s workforce ages, this problem worsens exponentially.</li> <li>• Cumbersome hiring processes have the effect of discouraging high quality candidates from applying for government jobs. While this effect is not readily measurable, it exists nonetheless and has been identified as a potential problem for several years by external sources such as the Partnership for Public Service and the Merit Systems Review Board.</li> </ul>
	<ul style="list-style-type: none"> <li>• More waste, contractor overcharging, milestones not met, public disgust</li> <li>• Fewer high quality workers, more errors and accidents</li> <li>• Less actual work being done</li> <li>• Further politicization of DOE</li> </ul>
	Statistics reflect substantive retirement eligibility within 1-3 years. The current Federal experts will likely retire resulting in “brain drain” where agencies are left with serious skills imbalances and lack of historical knowledge. Potentially, our ability to manage Federal projects will be significantly diminished.
	<ul style="list-style-type: none"> <li>• In five years a major brain drain in mid and senior level professionals that will impact the Department of Energy’s ability to effectively meet its critical mission requirements.</li> <li>• Attrition of employees through various methods results in decreased competence and knowledge of our workforce, inability to recruit younger employees, stagnant workforce, and management inefficiencies.</li> </ul>
	We will lose a large portion of our workforce, and the institutional knowledge and expertise contained in the existing workforce. If we do not find ways to attract capable, motivated replacements our ability to fulfill our responsibilities as a Federal agency could be hindered.

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<i>3. What consequences do you foresee if DOE does not address the existing and/or emerging trends?</i>	
<i>Overarching Consequences</i>	<i>Comments</i>
<i>Compromised National Security</i>	The United States' strategic and economic security may be compromised.

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<b>4. Who or what business element could provide valuable insight to the existing and/or emerging human capital trends you listed above?</b>	
<b>Internal Resources</b>	<b>Comments</b>
<b>HCM/HR Organizations within DOE</b>	Without question, the human resources personnel (Office of Human Capital Management) can provide the necessary expertise to address these issues. However, the safety aspects of HR functions must be more fully recognized throughout the Department.
	The Human Resources professional with a focus on strategic human capital management can provide valuable insight into human capital trends. These individuals are increasingly called upon to understand clients' mission and business strategy and objectives. Instead of applying "one size fits all" solutions, they select and tailor programs to build the organizational competencies and workplace environment their organizations need to perform well.
	The Human Capital initiatives and communication from DOE headquarters to the field will provide valuable insights.
	Human Capital Management Team
<b>IT, Procurement, and Budget/Finance Communities</b>	There is the potential for the DOE Accountability effort to ensure good talent management techniques are in place. The IT, procurement, and budget/finance communities possess helpful knowledge. Good communication flow from DOE headquarters to the field is also key.
<b>Business Managers, Program Managers, and the HCM team</b>	Business Managers, Program Managers, and the Human Capital Management team.
	As opposed to trying to model ourselves on the private sector and run govt like business (which is a totally stupid idea) run it more like a non-profit entity that has more direct accountability to it's constituents
<b>Long-Term Employees</b>	There are probably many long-term employees who could provide valuable insight. For example Richard Hopf, a long-time DOE leader, has valuable human capital expertise and great experience in addressing issues related to DOE's pension programs.
	<deleted> is undergoing a large-scale review and revision of human capital evaluation, planning, and development as a result of the Intelligence Reform Act of 2004 and the creation of the Office of the Director of National Intelligence. The head of the Community Human Capital Office, Mr. Ron Sanders, appears to have considerable expertise and success in building a coherent, effective human capital strategy from the disparate HR systems previously in place across the Intelligence Community. He may be a starting point for assistance with remodeling the Department's Human Capital system.
<b>External Resources</b>	<b>Comments</b>
<b>The Partnership for Public Service</b>	The Partnership for Public Service
<b>Contractors</b>	There are many human resource development companies in the private sector that suggest they can help improve organization human capital development and management. The <deleted>. does not have direct experience with any one private sector entity and thus cannot recommend a particular source of human capital expertise.
<b>Congress</b>	Congressional enactment of the Working for America Act could have some impact on cumbersome hiring processes. The Department has the flexibility to develop and act on direct hire requests and to develop formal intern programs using excepted service hiring authorities.
<b>The Secretary of Energy Advisory Board's (SEAB) Science and Mathematics Education Task Force</b>	The Secretary of Energy Advisory Board's (SEAB) Science and Mathematics Education Task Force, which was chartered to advise the SEAB and the Secretary on how the DOE can most effectively utilize its scientific and technical resources, including its national laboratories, to inspire, educate, and encourage a new generation of scientists and engineers to meet the challenges of the future and enhance the scientific literacy of the nation.
<b>Human Capital/Resource organizations within Federal agencies</b>	<ul style="list-style-type: none"> <li>• OPM</li> <li>• GAO</li> </ul>
	There seem to have a lot of success in some government agencies to include DOD, GAO and Homeland Security. These agencies could provide valuable insight on lessons learned in pay and performance management systems. The private sector has solid programs geared to cross-training, leadership development and hiring from within.

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<b>5. What are some obstacles that may make it difficult to implement these initiatives or strategies?</b>	
<b>Obstacles</b>	<b>Comments</b>
<b>Resistance to Change</b>	Any break from the “traditional” way of doing business meets with resistance. It is difficult to make corrections/changes to a program/process that has always “worked fine in the past.” Initially any new “system” has a learning curve and seems more difficult to use. This produces a resistance to change, which is a deterrent to revising the Standard Operating Procedures – it is sometimes just easier to maintain the status quo than to insist on change.
	Opposition by labor organizations is likely to have some impact on enactment of the Working for America Act. We are unaware of any obstacles that prevent the development and action on direct hire requests and formal intern program(s).
	The biggest obstacle is reprioritizing. The resistance to change and shifting priorities can further complicate implementation. The human capital arena is evolving even in the midst of implementation. Flexibility is going to be key to surmounting the obstacles associated with implementing initiatives.
	Lack of flexibility within existing civil service rules and strictures limit the ability of the Department to efficiently manage the employee skill mix. Such regulations also hinder the ability of the organization to reward or discipline employees. This said, replacing the established civil service system and accompanying human capital mechanisms requires thoughtful attention. Recent national-level efforts to reform the civil service appear to have significant deficiencies, do not effectively integrate use of contractors into a coherent human capital management strategy, and fail to fully exploit the available range of options extant in the private sector for addressing the human capital problem.
	Management’s reluctance or inability to focus on these human capital issues due to politically sensitive, competing programmatic responsibilities.
	With respect to modernization of the DOE contractor employees’ retirement benefits, the obstacles will be resistance from labor unions’ reluctance to change.
	The Field does not always embrace the ideas and direction from HQ because oftentimes there is no clear direction formulated on a path forward and the Field is reluctant to abandon what works for them versus a path that they are unsure of because of past history.
<b>Information Sharing</b>	Another obstacle is knowledge and information sharing. While the Department has made progress in these areas, there is room for improvement. Some organizations within the Department are doing great things in human capital management, which could benefit others. Corporate information and cost sharing would prevent recreating the wheel.
<b>Talent Acquisition</b>	Because of small workforce, the need to bring new employees on board in anticipation of retirements may not be feasible. This can lead to loss of an opportunity to transfer corporate knowledge.
	With respect to the future workforce, most young people do not view the Federal government as an employer of choice. For those who do, many are frustrated by the byzantine federal hiring system.
	Security requirements for contractors and employees.
	Lack of qualified applicants for Federal vacancies may potentially present obstacles in achieving human capital goals.
<b>Talent Retention</b>	Obstacles include, but are not limited to: Downsizing, A -76, reducing budgets, lack of future vision, stovepipe thinking by HQ, poor planning. These and other serious issues should be addressed in the HR Forum and should be done in a separate meeting from the EEO group.
	DOE has already lost all it’s best thinkers, risk takers and innovators and the current climate will make it hard to hire and retain new ones
	The government in general doesn’t encourage a “golden collar” type worker mindset of creativity, communication, and collaboration.
<b>Lack of Commitment/ Accountability</b>	DOE’s commitment to science and mathematics education.
	Lack of real accountability results in no one taking ownership or criticizing status quo

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<b>5. What are some obstacles that may make it difficult to implement these initiatives or strategies?</b>	
<b>Obstacles</b>	<b>Comments</b>
<b>Lack of Funding</b>	Sufficient funding, staff, and management support are necessary to implement the solutions. For instance, the ESS skills assessment tool is inadequate. <deleted> has engaged in a series of discussions with June Glover and Mike Armogida about changes that would make it a useful system, but there appear to be resource issues. It is not clear at this time if those are surmountable.
	Process improvement initiatives and cost cutting have an impact on implementing these initiatives.
	Funding
	The Department of Energy needs to more fully commit to the development and implementation of a strategic plan to fix the current and emerging trends across the Complex. HR management effort within the Department requires more infrastructure, enhanced focus, and greater recognition in the implementation of Human Capital requirements.
<b>Other</b>	Refer to responses to questions 5, 6, and 7.
	Political concerns
	The Human Resources professional with a focus on strategic human capital management can provide valuable insight into human capital trends. These individuals are increasingly called upon to understand clients' mission and business strategy and objectives. Instead of applying "one size fits all" solutions, they select and tailor programs to build the organizational competencies and workplace environment their organizations need to perform well. The number of layers in government must be compressed to reduce the distance between citizens and decision-makers, and agencies should redistribute allotted staff from higher-level positions to front-line service-delivery.

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<b>6. What internal influences do you see impacting DOE's Human Capital Management planning efforts?</b>	
<b>Influences</b>	<b>Comments</b>
<b>Doing more with less</b>	The requirement to do more with less. We are being required to do more with less, more studies, surveys, accountability programs, while at the same time our staff is being cut drastically. At some point there will be a severe decline in productivity— where both the employee and the work product suffer.
<b>Lack of Integrated HCM effort and focus</b>	No integrated human capital management process across DOE. For instance, the recent outsourcing of the training activities demonstrated a DOE failure to recognize how training activities are closely inter-related to all human capital activities and that human resources positions are safety -related functions. The Department, at the HQ level, needs to understand and then corporately demonstrate how human capital management activities play a critical role in safety performance and mission accomplishment. For some time, there has been (and continues to be) a lack of substantive Departmental guidance via the procedures system. Instead, HQ utilizes the "informal" memo-policy avenue rather than following the more stringent procedures system that would ensure quality substantive guidance with input from across the complex. HQ appears to discount and/or disregard any input from the Field when developing new initiatives. A corporate viewpoint that takes into consideration all business unit components and seeks to promote cohesiveness rather than separatism is needed. Not all key players are involved in planning efforts. Lack of HQ leadership and visionary thinking. HQ is not motivating employees to be forward thinkers and is not proactively exhibiting teamwork/cohesiveness. When the Field does have good ideas, or is motivated to work smarter in lieu of working harder, HQ has not acted responsibly in reviewing and supporting/adopting the ideas and processes already in place that are working well.
	A strong commitment to science and mathematics education will help ensure that there is a 21st Century/new generation technical workforce ready to step into the shoes of retiring, or soon to retire, scientists, mathematicians, and engineers.
	<ul style="list-style-type: none"> <li>• Stovepipes created by program elements hamper the ability of the Department's Human Capital Management community to plan and carry out initiatives from an Agency-wide perspective.</li> <li>• Competitive sourcing initiatives appear to be focused on meeting a quota rather than being based on a logical analysis of skills availability and cost effectiveness. With the Department already having over 90 percent of it's workforce under contract, continued efforts to achieve quotas may be costing the Department and the taxpayers more than any benefit that may (or may not) be realized.</li> <li>• We continue to hear that a Department-wide feasibility or competitive sourcing study on the Human Resources function is planned for fiscal year 2007. Clearly, the majority of Human Resources work is inherently governmental. Thus, we stress that any benefit would not be cost effective in comparison to the significant disruption created by such efforts. Further, we believe it would be a waste of resources to commission any competitive sourcing study with the government-wide Human Resources consolidation effort on the immediate horizon.</li> </ul>
	<ul style="list-style-type: none"> <li>• The Department's Human Capital Management efforts are impacted by a lack of coordination and clear guidance from the external organizations, which convey the requirements. Requirements for quarterly submissions are often untimely and unclear. The Department has to spend time getting clarity and negotiating requirements with external entities. Meanwhile, first tier organizations feel caught in the "bring me a rock" cycle. The time spent trying to get requirements clarified and meeting short turnaround deadlines could be better used for planning. The first tier planning could be greatly facilitated by Departmental guidance, training and information sharing. The program offices need to be able to rely on the responsible offices for specific guidance, pertinent information and Departmental best practices which will assist organizations in tailoring initiatives to meet their individual needs.</li> <li>• Additional internal influences include inconsistent use of hiring flexibilities, lapses in recruitment authorities and varying interpretations of personnel regulations.</li> </ul>

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<b>6. What internal influences do you see impacting DOE's Human Capital Management planning efforts?</b>	
<b>Influences</b>	<b>Comments</b>
	Available DOE human capital planning functions do not appear capable of organizing and implementing effective strategies for surmounting existing human capital issues. Whether this is a human, financial, or generic resource issue is uncertain from this vantage point. This suggests the need for outside, professional assistance to develop a comprehensive Department-wide approach to reforming internal human capital processes and procedures.
<b>Leadership Support/Decision Making</b>	Management's inability to focus on human capital issues due to competing programmatic responsibilities.
	<ul style="list-style-type: none"> <li>• Senior and mid-level professionals overwhelmed – They are so overwhelmed with mission requirements that focusing on HR issues drops low on their priority list.</li> <li>• Human resources efforts – Within the Department, HR efforts require a greater focus on infrastructure and rigor in satisfying workforce planning needs.</li> </ul>
	The most important influence on DOE's Human Capital Management planning efforts is leadership support, which must continue to ensure organizational success in the long-term.
	The issue of replacing the retiring workforce is influenced by the fact that DOE will have no choice but to focus on this issue due to the fact so many retirements will be occurring. The issue of contractor retirement benefits is influenced by the growing cost of the existing system. Addressing both of these problems will require a great deal of attention from the senior leadership of DOE.
	<ul style="list-style-type: none"> <li>• Process improvement initiatives and cost cutting have an impact on implementing these initiatives.</li> <li>• Security requirements for contractors and employees.</li> </ul>
	The Leadership Coalition and Business Managers decision-making.
	<ul style="list-style-type: none"> <li>• "If Hqs doesn't think of it, it ain't worth considering"</li> <li>• Seems like all initiatives are to impress the 7<sup>th</sup> floor versus get actual things done</li> <li>• The LPSO driven fragmentation of DOE HR offices along with loss of key staff to retirement or other agencies prevents any real corporate solutions from being developed</li> </ul>



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<b>7. What external influences do you see impacting DOE's Human Capital Management efforts (i.e., competition for labor; skill levels of less prepared workers, and appropriate training programs developed to prepare workers for changing skill levels; identification of new skills and competencies that do not presently exist to develop new recruiting, screening, and training tools for emerging competencies)?</b>	
<b>Influences</b>	<b>Comments</b>
<b>Competition for Labor</b>	<p>The future will bring more competition for qualified labor as the labor force shrinks with the retirement of Baby Boomers. Since there will be more competition for workers, it may not always be possible to hire someone with exactly the right skill set. It may cost more to train new employees and to get them up to speed so that they can accomplish the job.</p> <p>Competition with the private sector for qualified professionals is likely to be a major external influence.</p> <p>Competition – Competition with the private sector for critical mission skills (i.e., project/program managers, 1002/1005 contracting, engineers, scientists etc.)</p> <p>The external influences in human capital management, which impact DOE's Human Capital Management efforts, include shrinking talent pools, competing markets, need for highly technical skill sets and attrition. Government agencies and the private sector are competing for highly technical employees at the entry, mid and senior levels.</p> <p>The increased competition for highly skilled workers in the utility industry as the baby boomers retire across the industry.</p>
<b>Legislation Changes</b>	<p>The need for Congressional approval for reforming Departmental human capital policies would seem to be a significant hurdle to moving forward. Entrenched constituencies, both inside and outside of the Department, present another layer of challenges. This said the time seems particularly ripe for proceeding with a comprehensive human capital assessment and rebuilding plan in the Department.</p> <p>The passage of legislation to allow for changes in the Human Capital Management System for non-DOD agencies and organizations would provide greater flexibilities relative to recruitment and retention of a high quality federal workforce.</p> <p>Limited top-level commitment</p>
<b>Cost-Containment/ Outsourcing</b>	<p>Congress continues to insist that each year a certain percentage of the Federal workforce should be considered for outsourcing (Fair Act). This results in the Government saying on one hand that we must outsource Federal jobs but on the other hand saying we want to recruit the "best and brightest" college graduates. Let's stop the "double talk" and determine whether we want to meet an arbitrarily imposed number vice getting on with the business of the Government with dedicated, committed, loyal, and hard-working Americans who not only have the taxpayers' interests at heart but also have a sincere desire to serve their country.</p> <p>Competitive Sourcing activities which tend to restructure organizations for perceived efficiencies; yet, result in organizations having to set aside unanticipated resources to fund and operate the "efficient organizations."</p> <p>Budget constraints</p>
<b>Future Labor Trends</b>	<p>(1) Students' lack of interest in pursuing technical careers; (2) teachers' lack of interest and experience teaching mathematics, science, and engineering; (3) foreign governments' significant investment in science, mathematics, and engineering education; and (4) foreign countries' ability to pay competitive salaries, as well as their growth as an exporter of high-technology products will impact DOE's above Human Capital Management efforts.</p> <ul style="list-style-type: none"> <li>• Differing values and expectations of the new workforce</li> <li>• Continuing pressure for efficiency and effectiveness</li> </ul> <p>Demographics, including the aging workforce and declining birth rates</p> <ul style="list-style-type: none"> <li>• &lt;deleted&gt; has completed an analysis of external influences which impact its mission-critical occupations.</li> <li>• For Marketers and Dispatchers in the administratively determined (AD) pay plan, &lt;deleted&gt; will need to hire from outside government. However, this is complicated by pay disparities with other entities. The grade and pay structure is presently under review.</li> <li>• &lt;deleted&gt; analysis shows that the demand for electrical and electronics engineers is projected to equal the supply for the next 10 years. However, &lt;deleted&gt; turn-over rates may require extra hiring effort in these areas.</li> <li>• &lt;deleted&gt; can offer more stability to information technology employees than is typical in the private sector. When the economy is weak, it is easier to recruit and retain talented people. Conversely, a strong economy makes it difficult to recruit and retain talented people, especially as salaries rise more quickly in the private sector. The Department of Labor projects the IT-related occupations will grow through 2010, with the total employment projected to double. In the future, it may be difficult to gain the employees needed through external sources.</li> <li>• The Public Utilities Specialist (PUS) classification is unique to the federal government, but Western anticipates an adequate market to recruit individuals with skill sets that can be adapted to perform the PUS function. Planning is key; &lt;deleted&gt; Managers have stated that the Power Marketing function is unique enough that it takes approximately 3-5 years to develop someone into a PUS.</li> <li>• &lt;deleted&gt; pay for craft (blue collar) occupations is competitive, but some positions are hard to fill due to perceived undesirable/remote locations, or a high cost of living. Opportunities to hire externally are limited by the fact that there are not a lot of candidates with the skills needed by Western. By 2010, an employment reduction of 9.2 percent is predicted in the overall electric services industry. This may provide a pool of candidates who will be qualified for craft occupations but will require additional training to become familiar with Western's maintenance practices.</li> </ul>

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<b>7. What external influences do you see impacting DOE's Human Capital Management efforts (i.e., competition for labor; skill levels of less prepared workers, and appropriate training programs developed to prepare workers for changing skill levels; identification of new skills and competencies that do not presently exist to develop new recruiting, screening, and training tools for emerging competencies)?</b>	
<b>Influences</b>	<b>Comments</b>
<b>Competencies/Skills</b>	All the examples mentioned plus some additional ones. Demand for more specialized skills and changes in mission requirements and the nature of the work being performed (i.e., not building additional nuclear reactors and weapons versus building them). Organizations must prepare on all fronts for a climate in which recruitment and retention requires ongoing intensive and strategic efforts. Technology, flexible HR policies, employment branding, workforce planning and creative approaches to engage a polarized workforce are some of the issues.
	All the above, but you can add the very real problem of our inability to identify what skills we really need. For example: We hire engineers to be contract monitors, when we need business folks with a general understanding of technical areas.
	A skilled federal workforce is critical to the success of government programs. Agencies need to be equipped with tools to recruit and retain good workers.
	Another external influence could involve the availability of certain skilled workers, particularly in the <deleted> program and Nuclear Engineering.
	Need for greater manager skill in hiring, staffing and motivating an increasingly diverse workforce.
<b>Appropriate training programs developed to prepare workers for changing skill levels</b>	Certification requirements – The Federal Acquisition Institute, Office of Federal Procurement Policy (OFPP) 05-01, "Developing and Managing the Federal Workforce" establishes a requirement for federal certification programs. Section 8(b) of this Letter charged the Federal Acquisition Institute to develop, and the Chief Acquisition Officers Council (CAOC) to approve, a Federal Acquisition Certification in Contracting (FCAC-C) (a requirement of OFPP Policy Letter 06-01, "Federal Acquisition Certification in Contracting Program"). The National Academy of Sciences, National Research Council is developing a report on competencies for Federal Real Property Managers. Requirements for certifications can be expected for program and project managers, contract managers, IT managers, and facilities managers.

## APPENDIX E: Human Capital Query Response

<b>8. List/describe previous Human Capital accomplishments and any associated challenges and strategies for overcoming.</b>	
<b>Accomplishments</b>	<b>Comments/If applicable, challenges and strategies for achieving</b>
<b>Recruited for, developed and/or implemented Internship Programs (including summer intern programs)</b>	<ul style="list-style-type: none"> <li>• Utilization of Career Intern programs. HQ implements new intern programs without taking the time to ensure development of a viable program.</li> <li>• There is no corporate planning to proactively address future needs. Everything is done in a “knee-jerk” fashion/reaction to new regulations or external influences like the Defense Nuclear Facilities Safety Board (DNFSB). HQ rushes to implement without adequate preparation in response to the DNFSB.</li> <li>• DOE doesn’t always consider past experience/documents when formulating its path forward.</li> <li>• There is no delineation of duties – e.g., to address the issues with staffing (DNFSB/FTCP); staffing is included in multiple documents vice relying on the Department’s already established staffing document.</li> <li>• When any new need is identified, don’t attempt to reinvent the wheel when DOE already has in place excellent processes that work well. Simply utilize those processes/programs in addressing the new need. Recent example is the Federal Project Director versus Technical Qualification Program Project Manager fiasco.</li> <li>• There is a lack of consistency in dealing with intern programs. The Career Intern Program works well. Yet, DOE attempts to invent additional intern programs to address specific DNFSB stated concerns – case in point, the Technical Leadership Program. There should be only ONE intern program within the Department to fit all needs. This one intern program should be applied the same way across all DOE for any skills/staffing need. There should not be a “menu” of intern programs designed for each individual segment of skill needs.</li> <li>• Use lessons learned from across the complex to build on and further strengthen the Human Capital Management System.</li> </ul>
	<p>The first twenty-nine future leaders of NNSA are now a step closer to working at 1 of the 8 Site Offices, the Service Center and NNSA HQ Program Offices. The recent college graduates are the first class of the NNSA Future Leaders Program (FLP). They completed 2 weeks of orientation and training at the NNSA Nevada Site Office. Recruited from fourteen different universities, these future leaders represent such institutions as the University of California, Berkeley; Georgia Institute of Technology; University of Maryland; Texas A&amp;M University; Howard</p> <p>University and Southern University. Their introductory classes included the History of the Nuclear Weapons Complex, Exceptional Leaders in an Exceptional Organization, Writing for Results and Effective Presentation Skills. The future leaders will reassemble two to three times each year to receive core and discipline-specific training as a group. The FLP is a two-year program, which provides for core training in project management, leadership, human resources management, federal appropriations law, contracting and security. Each participant will complete at least 2 rotational assignments.</p>
<b>HR automation</b>	The efforts of the DOE staff in HR automation are noteworthy. Eunice Swinson, Bob Sottile, Letitia Lawson, and associated contractor staff are to be complimented for their efforts in system planning and implementation, responsiveness to field requests, and trouble-shooting. Well-planned and executed automation systems can reduce the number of HR staff needed. Western is hopeful that DOE’s HR automation group will receive the resources and support needed to keep vital systems responsive and running well.
<b>Improved diversity</b>	One of the greatest human capital accomplishments has be the increase of minorities and women in the organization. Both technical and leadership positions have be filled with minorities and women. The challenge remains in finding qualified candidates in a shrinking pool with competing markets. The organization has used flexibilities to include recruitment bonuses, university partnerships, matrix management to detail employees to higher priority positions and leadership positions.
<b>Reduced skill gaps</b>	<ul style="list-style-type: none"> <li>• RW developed curriculum for new managers/supervisors</li> <li>• Met and/or exceeded IT and contract management certification requirements</li> </ul>
	Attracting needed s skills to fill mission-critical positions
	<ul style="list-style-type: none"> <li>• Initiating the use of automated skills gap assessment to support workforce development planning</li> <li>• Additional automation to support HR systems, including web-based learning – GO-Learn</li> </ul>
	<ul style="list-style-type: none"> <li>• Established a Chief Acquisition Officers (CAO) and an Acquisition Career Manager (ACM) to lead the agency’s acquisition career management program. The acquisition career management program includes acquisition workforce identified in program and project management, contracting and other support functions.</li> <li>• Established a Complex-wide project, contracting, and IT certification program focused on specific training and educational requirements to meet management of mission essential and critical programs.</li> </ul>
	NNSA filled critical positions and skills gaps. Over the past twelve months, September 6, 2004 to September 6, 2005, there has been an increase of ninety-seven personnel filling critical positions at the Headquarters, Sites, and Service Center. During the same period there was an increase of thirty-seven personnel in non-critical positions.
<b>Developed in-depth HCM/Workforce Plans</b>	RW developed in-depth Human Capital Management Plans
<b>Developed a Mentor Program</b>	

## APPENDIX E: Human Capital Query Response

<b>8. List/describe previous Human Capital accomplishments and any associated challenges and strategies for overcoming.</b>	
<b>Accomplishments</b>	<b>Comments/If applicable, challenges and strategies for achieving</b>
<b>Linked goals to performance standards</b>	100% of performance appraisals are linked to DOE and NNSA mission and goals.
<b>Identified and implemented improvements to recruitment and human capital programs</b>	Our <NNSA> hiring improvement initiatives emphasizes improving the manager's roles in the selection process, by fostering better collaboration between selecting official and HR practitioner, by performing better job analysis, resulting in better quality candidates for selection. Moreover, we worked with OPM and the private Partnership For Public Service in a Federal hiring pilot program know as "Extreme Makeover." We were one of three organizations throughout the federal government that tested this program, which resulted in making real improvements in the Federal hiring process.
<b>Improved supervisor/employee ratio</b>	On August 18, 2005, of the 2496 <NNSA> FTEs, NNSA had 444 supervisors. This computes to a supervisor to employee ratio of 4.6 to 1. The ratio was 4.7 to 1 as of the DOEInfo run date at the end of Q4FY2004.
<b>Linked KM efforts to DOE portal and develop subject matter expert directory</b>	NNSA refined our quarterly milestones to map to the DOE portal efforts to include participating in the DOE Portal online training last quarter. We updated the requested KM directories, list of KM efforts currently in place, and performance indicators. The Department's KM overview PowerPoint slide presentation was customized to include NNSA efforts. A draft NNSA-wide awards policy has been formulated to include recognition of KM efforts. We are working in conjunction with the Service Center Training and Development Division to establish an NNSA Mentoring Program as part of a KM story telling effort. This program potentially could be used as a replacement for, or complement to, the DOE mentoring program, which is strongly Headquarters (HQ) focus ed.
<b>Met OPM's 45-day goal between closing and on-board dates for % of recruit actions</b>	NNSA continues to tailor a program to improve our selection practices, which will result in an enhanced quality of candidates for perspective managers to consider in filling their positions. The program is in connection with the Office of Personnel Management's (OPM) 45-day hiring model. We utilize the Department's Corporate Human Resource Information System (CHRIS) to track and report the timeline goals for each NNSA vacancy advertised outside the agency. The system is utilized by loading in specific information, which includes the closing date of the advertisement, the date that an official offer has been conveyed to potential candidates, and additional criteria. By compiling the timeliness data in a systematic, auditable manner on every hire action outside our agency, we can clearly identify any barriers or weaknesses in our processes toward reaching the hiring timelines. From approximately June 2004 to July 2005, 95% of the advertised positions met the 45-day requirement.
<b>Other</b>	The Office of Intelligence is not a part of the bargaining unit process in the Department. We rely on internal resources to meet most of our human capital development needs. Thus, we have few opportunities or examples to offer in way of responding to this particular query.
	The EMCBC began operating effective June 1, 2005. At this time, it is premature to cite any significant accomplishments relative to Human Capital Management. With respect to the CBC-serviced closure sites (i.e., RFPO and OHFO), the challenge has been to ensure the retention of critical skills while, at the same time, assisting employees in obtaining continuing employment in other Federal agencies and elsewhere. Use of retention incentives and other creative strategies that involve use of available HR flexibilities has enabled the sites to effectively move forward in achieving their closure missions.
	<p>Throughout the past two fiscal years, we have emphasized workforce revitalization and rightsizing by better matching employee skills to job requirements, i.e., bringing into better balance our significant skills mix and skills gaps. What we are most challenged by now is having pockets throughout NNSA of employees who do not have the right skills for our immediate and future work requirements. At the same time our workforce is aging to such an extent that we can anticipate a serious workforce succession problem in the near future, with precipitous losses of critical leadership and technical skills looming.</p> <p>We also need the capability to identify and catalog our current workforce skills, assess and forecast workforce needs, and then develop the strategies to recruit, retain, and develop that workforce.</p> <p>To effectively meet these important challenges, we are instituting a structured workforce analysis and planning approaching NNSA. Initially, this approach will parallel our Planning, Programming, Budgeting, and Evaluation (PPBE) process, and will be based on a staffing assessment of managers and making use of a work breakdown structure that cascades from the Functional Matrix. We have refined the Functional Matrix at a recent workshop and then will align our staffing against that structure.</p>

## APPENDIX E: Human Capital Query Response

<b>9. What are your projected staffing needs (skills that will be needed that are not currently available) in the next five (5) years?</b>
<b>Projected Staffing Needs</b>
<ul style="list-style-type: none"> <li>• Administrative (Administrative Support Assistance);</li> <li>• Contracting (Contracts Administration/Management, Source Evaluation, Performance Incentives);</li> <li>• ES&amp;H (Facility Representative, Instrumentation &amp; Control, Civil/Structural, Mechanical, Electrical, Occupational Safety, Nuclear Criticality Safety, AB Safety, Industrial Hygiene, Industrial Safety, Fire Protection);</li> <li>• Financial [Cost Estimating (pre-award), Cost/Price Analysis (post-award)];</li> <li>• Human Capital (Federal Human Resources, EEO Complaints Processing, Diversity Programs, Dispute Resolution);</li> <li>• Projects (Planning/Scheduling, Baseline Management, Configuration Management, Project Management, Risk Management, Project Integration, Construction Management);</li> <li>• Security (Physical Security, Personnel Identity Verification HSPD-12);</li> <li>• Technical (Engineering, Chemical Processing, Maintenance).</li> </ul>
The federal government's overall projected staffing needs will consist of hiring a significant number of individuals with the technical experience necessary for them to be able to step into the shoes of retiring scientists, mathematicians, and engineers.
We will continue to require a high percentage of staff in professional technical positions. Staff with significant project management, contracting, accounting, and cost estimating experience will also be needed. Recent recruitment efforts indicate that highly qualified applicants who are skilled in multiple Human Resources functions and can serve as Generalists may be in short supply or positions will be considered "hard to fill."
Facility representatives, foreign affairs specialists, contract managers, federal program/project managers, and various technical skills included in the technical qualifications program are ongoing needs.
More contracts folks, more technical subject matter experts, more commercial/business and nuclear expertise.
The <deleted> Workforce Plan identifies projected staffing needs to fill skills in the following areas: <ul style="list-style-type: none"> <li>• General Engineering</li> <li>• Nuclear Engineering</li> <li>• General Physical Sciences</li> <li>• Security Administration</li> <li>• Program Management</li> <li>• Contract Management</li> </ul>
The <deleted> will be looking for a number of skills over the next five years to backfill behind anticipated retirements and to bolster our current staff cadre. In particular, we will be looking for experienced analysts in counterterrorism disciplines, nuclear engineers, petroleum economists, computer technicians and programmers, and cyber security experts. These skills are not uncommon but are in high demand across the Intelligence Community and in the private sector. Thus, the Office of Intelligence will face stiff competition for available skills and will need flexible human capital policies to ensure that skill gaps are filled in a timely fashion.
<deleted> is currently engaged in recruitment efforts to attract individuals with expertise in the engineering and science disciplines to perform mission-critical functions. Additionally, we have an aggressive program to certify project/program managers for succession purposes.
At this time we are successful in attracting and recruiting employees. We are located in a city that has a small Federal Workforce and therefore there is not as much competition from other Federal Agencies. We have specialized skills and jobs for which we have traditionally been able to successfully recruit.
Our process improvement efforts will likely surface some "retooling" needs yet to be identified. Skill sets we will need to bolster include: <ul style="list-style-type: none"> <li>• Leadership Skills</li> <li>• Contract Development and Administration</li> <li>• Public Policy Analysis</li> <li>• Risk Management</li> </ul>
Staffing shortfalls outlined below can be resolved if funding is available to support hiring. <ul style="list-style-type: none"> <li>• MA-20 Competitive Sourcing, 1 301 COR</li> <li>• MA-50 Engineering &amp; Construction, 343/801 PM, 801 Engineer, 1102 Contracts, 1170 Realty, 301 Admin</li> <li>• MA-60 Procurement &amp; Mgt. Assistance, 5, 1102</li> </ul>
<b>Other Comments</b>
Future staffing needs should be satisfied from internal efforts to develop our employees. Failing that it will be necessary to recruit for these positions using our standard DEU authority.
We expect to maintain approximately the same level of staffing for the next five years, and do not have any unusual needs.

## APPENDIX E: Human Capital Query Response

<b>10. What is the basis of the projected staffing needs (i.e., change, site closure, extended project baselines, etc.)?</b>
Staffing needs are due to <b>extended project baselines</b> .
There exists the potential for a <b>large increase of retirements</b> in the technical workforce over the next decade, and there are not enough individuals in the pipeline with the technical experience necessary to fill these positions.
<deleted> staffing needs are driven by <b>attrition rate</b> (due largely to <b>retirements</b> ), an <b>aging workforce</b> , and continuing <b>technology</b> advances. <b>Regulatory</b> changes may occur in the future which would increase the number of Dispatchers and Marketers (AD Pay Plan) required.
Project management and contracting skills are needed to focus on <b>accelerated cleanup initiatives</b> . Accounting skills are needed to staff the Department's Payment Services Center located at the <deleted>. Human Resources skills will continue to be needed to support <b>ongoing mission</b> accomplishment.
<b>Reductions in budgets</b> , people having to do more with less, <b>mission</b> changes, <i>project/program timelines</i> changes, and <b>skills set gaps</b> due to the factors listed plus attrition and <b>retirement</b> .
Aging staff ( <b>retirements</b> ) and <b>new nuclear work</b>
The projected staffing needs have been stem from <b>attrition and the expansion of programs</b> . The <deleted> Workforce Plan indicates that nearly one-third of the organization's employees are eligible for retirement. <deleted> will need to address those skills gaps as they occur. Additional positions will be needed as programs expand. It is possible that <deleted> may be responsible for implementing the Nation's program for new nuclear reactors and fuel processing facilities. The President has been very supportive of the Advanced Fuel Cycle Initiative. This could be a multi billion dollar program requiring additional staff allocation.
Anticipated retirements, mission growth, and mission change are all driving the <deleted> <b>skill mix and skill gap</b> assessment.
<b>Shift in mission to design and construction activities</b> within the next 5 years. <deleted> is downsizing our support service contractors as a result of a reduced FY 2006 <b>budget</b> . Additional hiring of Federal employees will offset the reduced level of support from contract staff
<ul style="list-style-type: none"> <li>• <b>Mission change/additions</b></li> <li>• <b>A-76</b></li> </ul>
The basis of our needs is the drive for <b>process improvement, efficiency, and better value</b> for our customers and the region.
<b>11. Please list any additional comments and/or concerns that you may have.</b>
In the late 60's DOE's predecessor agencies had a program to develop scientific and technical talent to support its missions. They had a program to bring in promising students from scientific and technical fields, support them in gaining a technical masters degree, then provided them with a structured work experience leading to a broad understanding of the Department and its missions. They were entered into a ladder program where they were assured rapid and regular promotions based upon satisfactory progress in their masters degree program and their structured work experience. This kind of <b>program was useful to bring in students who might not otherwise have been able to afford an advanced degree and provide them with an education and a career path</b> . We should consider reinitiating such a program to help fill the forthcoming gaps in our technical base.
That this is just one more in a long line of activities with no outcome or, worse yet, an unintended outcome that doesn't fix anything but creates more work and initiatives that result in much self-congratulations but no improvements.
The <b>Department of Energy will require a flexible, integrated, and comprehensive human capital management plan</b> to succeed in the years ahead. The existing inconsistent approach to outsourcing, Federal staffing, etc. is a failure waiting to happen. Successful mission completion will require a dedicated and concerted approach at the Department level to establish a dynamic human capital program.
<b>Improved HR servicing</b> will help tremendously in moving actions through the system. Particularly, the QuickHire application/system has not reduced processing time which further hinders our ability to meet hiring goals
The <b>workforce is down in terms of numbers, experience, and corporate knowledge while the workload is up in terms of numbers, complexity, sophistication of relationships, and stress</b> . This trend is ominous.
Thank you for the opportunity to comment.
None at this time.

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## APPENDIX E: Human Capital Query Response

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1. What are the existing and/or emerging human capital trends in the Department of Energy (DOE), and other Federal agencies, state and local government and/or the private sector?
  - a. Why you think this is an existing and/or emerging trend?
  - b. Please rank each trend in order of importance/priority.
2. What initiatives or strategies would you suggest to address the trends/concerns listed above?
3. What consequences do you foresee if DOE does not address the existing and/or emerging trends?
4. Who or what business element could provide valuable insight to the existing and/or emerging human capital trends you listed above?
5. What are some obstacles that may make it difficult to implement these initiatives or strategies?
6. What internal influences do you see impacting DOE's Human Capital Management planning efforts?
7. What external influences do you see impacting DOE's Human Capital Management efforts (i.e., competition for labor; skill levels of less prepared workers, and appropriate training programs developed to prepare workers for changing skill levels; identification of new skills and competencies that do not presently exist to develop new recruiting, screening, and training tools for emerging competencies)?
8. List/describe previous DOE Human Capital accomplishments and any associated challenges and strategies for overcoming.

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## APPENDIX E: Human Capital Query Response

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9. What are your projected staffing needs (skills that will be needed that are not currently available) in the next five (5) years?
10. What is the basis of the projected staffing needs (i.e., mission change, site closure, extended project baselines, etc.)?
11. Please list any additional comments and/or concerns that you may have.



## **Appendix F: Human Capital Strategic Communication and Tactual Plan**

# **Communication Plan**

March 2006

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  - 2. Business Strategies
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  - 12. Communication Budget (optional)
- II. **Operational Components**
- III. **Post-Project Results**

# Communication Plan: DOE Strategic Human Capital Plan

<b>I. Strategic Components</b>	
<b>1. Program Background</b>	
	<p>The DOE Human Capital Strategic Plan (Plan) supports and complements the Department's four key business goals (Defense ,Energy, Science and Environment Strategic Goals) and advances the President's Management Agenda by fostering a culture of high performance. This plan provides a framework for systematic, department wide approaches to human capital strategies. This plan is structured around four overarching strategic Intent of Plan, Investment, Renewal and Performance. The implementation, integration and accountable for assuring the success of this plan is the responsibility of all levels of management throughout the DOE management team.</p>
	<p>Each Business Element and the Department will be responsible for implementing this Plan. This Plan is a key driver for the successful completion of each Business element Human Capital plans and the overall Department specific Strategic Plan.</p>
	<p><a href="#">Back to the top</a></p>
<b>2. Business Strategies</b>	
	<p>This Plan represents continuity, the next phase Human Resources (HR) progress, based on lessons learned, improvements achieved and changing conditions. This Plan balances DOE's ongoing commitment to improving service with an increased focus on outcomes and business results.</p> <p><a href="#">Back to the top</a></p>
<b>3. Business Objectives</b>	
	<p>DOE executives, managers and employees structure their daily work activities to align with the Plan's strategic goals and objectives. They look to this Plan, their individual Business Element and Department Strategic Plans, and their individual unit's strategic program plan for guidance on what work they should be doing.</p> <p>Assure that Senior Leadership of all Business Elements and Department understands that they are responsible and accountable for the success of this Plan. Assure that the Mission, Goals and Comprehensive strategy and Performance Systems are tied to this Plan.</p> <p>Each Business Element and Department has Management systems that reinforce appropriate behaviors and priorities. Business performance measures are used to reinforce desired behaviors. Department of Energy will ramp up communication of business results to as a way of providing ongoing feedback to executives, managers and employees about business results and needs for any course corrections.</p> <p><a href="#">Back to the top</a></p>

# Communication Plan: DOE Strategic Human Capital Plan

	<b>4. Audiences and Behavior Objectives (Internal)</b>
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	<p>1. Senior executives:</p> <ul style="list-style-type: none"> <li>• Behavior objectives: Senior leaders tie their organizations' Strategic &amp; Program Plans to the Plan; structure their commitments and those of their direct reports, ensuring full understanding throughout their organization of each employee's role in reaching Plan goals.</li> <li>• Strategic approach: Leverage senior executives as champions of the Plan. HR principal if SES or Administrative Head should lead this part of the plan. HR principal or Administrative Head should rely on site visits and other opportunities to hold "town hall" and group meetings. These sessions must encourage dialogue – not one-way communications or information dumps.</li> <li>• Measures: HR principal should perform a content analysis of leader commitments to see how well the Plan is reinforced in leadership commitments. Critical measures can provide indications of how well senior leadership is accomplishing their objectives.</li> </ul> <p>2. All management: This audience consists of all other executives, directors, second and first-level managers.</p> <ul style="list-style-type: none"> <li>• Behavior objectives: Managers have a basic understanding of the Plan, a working knowledge of their organization Strategic Plan with particular emphasis on portions relevant to their area of responsibility. They particularly understand how the activities of each individual in their workgroup relate to the goals set forth in the Plan. To fulfill their own commitments, they ensure that each of their employees understands his/her role in achieving the Plan goals. They personally introduce the Plan to their employees using materials provided by the CHCO. They invite discussion, encourage questions and elevate feedback as necessary. They keep in mind the Plan's impact on their workgroup's goals, routinely highlighting individual and workgroup accomplishments and tying progress to the performance rating process.</li> <li>• Strategic approach: Department of Energy and CHCO provide managers with appropriate discussion guides and supporting materials, along with instructions about how they are to be used. Managers discuss the plan with their reports in regular staff meetings. Plan initiatives become critical factors in the performance rating process. Communications will use plain language so as to make the Plan accessible and meaningful for the broadest possible audience. Communications will avoid jargon, euphemisms, acronyms and unfamiliar figures of speech. Communications shall be 508-compliant.</li> <li>• Measures: Use statistically valid, random sample, online survey. Conduct pre-/post-launch. Use to evaluate communication impact.</li> </ul> <p>3. All employees: This audience consists of all non-management, NBU and all BU employees.</p> <ul style="list-style-type: none"> <li>• Behavior objectives: Employees become familiar with Plan. With assistance from their managers, employees learn how to</li> </ul>
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# Communication Plan: DOE Strategic Human Capital Plan

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extrapolate the Plan to their own organization, and ultimately, to their own work. Employees understand how their job responsibilities relate to the goals outlined in the Plan.

- Strategic approach: Communication through the organizational chain of command with strong commitment to dialogue at all levels, not just one-way communications. Managers personally introduce divisional Plans with supplementary materials as needed. Support will be made through a wide variety of electronic, print and Web resources. Communications will use plain language so as to make the Plan accessible and meaningful for the broadest possible audience. Communications will avoid jargon, euphemisms, acronyms and unfamiliar figures of speech. Communications shall be 508-compliant.
- Measures: Use statistically valid, random sample, online survey. Conduct pre-/post-launch measures to evaluate communication impact. See Measurement section below.

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#### 4. Strategic Planning groups

- Behavior Objective: Strategic planners work with their communication counterparts to assist in crafting specific communication plans.
- Communication objectives: Communications are tailored to reflect the Plan elements most important to the Business Element or Department in question. Focus will be on creating messages and communications supportive of ongoing plans and activities.
- Strategic approach: Communication groups support leaders with communications approaches, verifying with strategic planners.
- Measures: Conduct content analysis of Annual Program Plans to determine amount of content related to Plan.

#### 5. Communication efforts

- Behavior objectives: Work with HR principals/business planners to craft Business Element or department specific communication plans.
- Communication objectives: Communications are tailored to reflect Plan elements most important. Focus will be on creating messages and communications supportive of ongoing plans and activities. (HR principals should work with local strategic planners to develop communications that are meaningful and reflect the nature of the strategic objectives, work activities and measures.)
- Strategic approach: HR principals and strategic planners should work together to develop communications approaches and messages that will be meaningful and relevant for local audiences.

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# Communication Plan: DOE Strategic Human Capital Plan

<b>5. Audiences and Behavior Objectives (External) -</b>					
	<p>1. OPM and OMB</p> <ul style="list-style-type: none"> <li>• Objective: Obtain buy-in from key members of these department to assure we are heading in right direction</li> <li>• Strategic approach: Provide appropriate information, both in writing/briefing to or key personnel.</li> <li>• Measure:</li> </ul> <p>2. News media</p> <ul style="list-style-type: none"> <li>• Objective: News organizations provide a positive coverage of Department of Energy progress in support of the Plan.</li> <li>• Strategic approach: Provide national and local media outlets with a “roadmap” to Department of Energy’ business. Outline key activities underway in various areas. Use the Plan as a fulcrum for obtaining future coverage on our activities. Show success over time.</li> <li>• Measure:</li> </ul> <p><a href="#">Back to the top</a></p>				
<b>6. Business Environment</b>					
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# Communication Plan: DOE Strategic Human Capital Plan

		<p><a href="#">Back to the top</a></p>	<p>additional learning, leader understanding and commitments.</p> <ul style="list-style-type: none"> <li>• Care must be taken to ensure that performance plans, reward and recognition systems support the goals identified in the updated Plan.</li> <li>• The Plan speaks differently to different Business Elements and the Department officials. Requires translation at that immediate level of leadership.</li> <li>• Managers may perceive communication responsibilities for the updated Plan as another burden. Some may demonstrate resistance or apathy.</li> <li>• Requires extensive, multi-directional communication. To be fully effective and sustained, the plan will need managerial support and action around process improvements suggested by employees.</li> </ul>
<p><b>7. Key Messages</b></p>			
		<p><b><i>For all internal audiences:</i></b></p> <ul style="list-style-type: none"> <li>• Department of Energy will be issuing its Human Capital Strategic Plan. The Plan reflects four Strategic Intents.</li> <li>• The Plan provides the key link between Department of Energy’s vision and mission and the development of Business Element and Department annual operational plans, business practices, performance targets, and budget initiatives.</li> </ul> <p><b><i>For employee audiences:</i></b></p> <ul style="list-style-type: none"> <li>• This plan will ensure that every employee understand how his/her work contributes to the accomplishment of the Department’s goals through the human capital strategies.</li> <li>• Department of Energy’s business and human capital drivers ensure that organizational performance,</li> </ul> <p><b><i>Messages for all Department of Energy leaders (managers and executives):</i></b></p> <ul style="list-style-type: none"> <li>• Integrate human capital strategies into organizational decisions and strategies</li> </ul> <p><b><i>Message for Department of Energy executives:</i></b></p> <ul style="list-style-type: none"> <li>• Fulfilling the Plan should be a primary commitment, now through 2008.</li> </ul>	



## Communication Plan: DOE Strategic Human Capital Plan

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		<ul style="list-style-type: none"><li>• Executives through focus and action set an example for the rest of the workforce. By demonstrating a commitment to the Plan, you can help reinforce its importance throughout your Business Element or Department.</li></ul> <p><a href="#">Back to the top</a></p>
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# Communication Plan: DOE Strategic Human Capital Plan

	<b>8. Communication Strategy</b>	
		<p>The communication plan envisions three phases of Strategic Plan communications: “launch,” “engagement” and continuing cultural integration.</p> <p><b>Launch phase (short-term):</b> The objective of the launch phase is to generate awareness and understanding of the Plan among all audiences, and to reinforce its credibility as a primary driving force behind all strategic plans and related business activities. Care must be taken during the launch phase to emphasize that any past approach was not wrong and is not being thrown away but rather, is being expanded upon. A major communication challenge will be to generate interest in the Plan, given that some audiences may perceive this as “just one more plan”, and also that some may believe it will take years for the plan to have an impact.</p> <p><b>Engagement (mid-term):</b> The objective of the engagement phase is to enlist managers’ and employees’ active support for the plan. These audiences not only will require information, they will want answers to the “what’s in it for me?” and “why should I care?” questions.</p> <p><b>Continuing cultural integration (long-term, ongoing):</b> The objective of the cultural integration phase is to reinforce the plan as a guide and resource, making it the reference point for setting priorities, staffing, budgeting, and performance appraisal. In order for this to happen, Business Elements and the Department must develop systems to measure and communicate business results. Specific Business Element or Department business goals and objectives can be reinforced by measuring and communicating actual business performance on an ongoing basis, and by linking business results to performance awards, bonuses or other compensation.</p> <p><a href="#">Back to the top</a></p>
	<b>9. Communication Objectives</b> <ul style="list-style-type: none"> <li>• <b>Launch, internal:</b> Employees become more aware of the Plan and its goals.</li> <li>• <b>Launch, external:</b> External audiences believe Department of Energy’s objectives are reasonable and appropriate.</li> <li>• <b>Engagement, internal:</b> Managers and employees demonstrate interest in the Plan and use information, materials and training to help translate its content into personally relevant, understandable and accessible formats.</li> <li>• <b>Engagement, external:</b> Department of Energy receives expressions of interest or support, e.g., endorsements by external agencies.</li> <li>• <b>Cultural integration, internal:</b> The Plan becomes the focus of work discussion, guiding individual and workgroup priorities and goal-setting, work methodology, job performance and results measurement.</li> <li>• <b>Cultural integration, external:</b> Plan is routinely cited by external agencies and other key stakeholders in reference to Department of Energy progress.</li> </ul>	
	<b>10. Measurements</b>	

# Communication Plan: DOE Strategic Human Capital Plan

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		<p>Our System for Accountability will establish the principles that will guide human capital accountability and will provide a framework for measuring and evaluating how well the Department is doing as an organization. The four strategic goals in the plan consist of a number of outcomes that measures derived from the strategies identified in the strategic goal areas. This system will institute a periodic cycle of assessment for the Business Element, yet allow each Business Element the flexibility to tailor human capital commitments and planned actions to meet its Business Element-specific mission requirements</p> <p><a href="#">Back to the top</a></p>
	<b>11. Contacts</b>	
		<p>Napoleon Avery, 202-586-7138, Napoleon.Avery@hq.doe.gov</p> <p><a href="#">Back to the top</a></p>

## Human Capital Tactical Communication Plan

### II. Operational Components

### Tactical Communication Plan – Not a Project Plan - By DATE

NOTE: This tactical communication plan is given to the Business Element HR principals as a guide. The expectation is that the Business Element HR principal will work closely together to develop messages tailored for their Business Elements/Department and their internal employees (cascaded, translated messages). The Business Element/Department messages will blend, augment, and reinforce the Department of Energy tactical communications led by Director, Human Capital Strategic Planning and Department of Energy Human Capital Strategic Planning for all of Department of Energy

- Business Element/Department messages will be the primary briefing/training for managers and employees.

Vehicle	Date	Message	Audience
Virtual Communications Meeting		<ul style="list-style-type: none"> <li>▪ Program Manager calls meeting to discuss Department of Energy expectations on internal communications and related briefings (if any).</li> <li>▪ Discussion of what would assist the Business Elements/Department (templates, scripts, products, etc.)</li> <li>▪ Each Business Element/Department needs its own internal communication plan</li> <li>▪ Solicit feedback</li> <li>▪ Give POC (phone, email, etc)</li> <li>▪ Discuss Business Element websites and Department of Energy website</li> <li>▪ Form teams to work on actual products and messages with 4 week deadline</li> </ul>	HR principals for Business Element
CHCO Meeting		<ul style="list-style-type: none"> <li>▪ Department of Energy CHCO calls meeting to discuss Department of Energy expectations on internal communications and related briefings (if any).</li> <li>▪ Discuss progress made in the Communications Meeting</li> <li>▪ Discuss actual messages and products</li> <li>▪ Discuss Strategic Communication Plan</li> <li>▪ Each Business Element/Department needs its own internal communication plan</li> <li>▪ Discussion of what would assist the Business Elements/Department (templates, scripts, products, etc.)</li> <li>▪ Solicit feedback</li> <li>▪ Give POC (phone, email, etc)</li> <li>▪ Discuss Business Element websites and Department of Energy website</li> <li>▪ Get clear responsibility lines</li> <li>▪ CHCO's staff is to working with Business elements HR principals to the HC plan details into ordinary messages. Mention, Mention, Mention...</li> </ul>	XHCC

**Launch phase (short-term):** The objective of the launch phase is to generate awareness and understanding of the Plan among a reinforce its credibility as a primary driving force behind all strategic plans and related business activities.

Care must be taken during the launch phase to emphasize that any past approach was not wrong and is not being thrown away expanded upon. A major communication challenge will be to generate interest in the Plan, given that some audiences may per "plan", and also that some may believe it will take years for the plan to have an impact.

Leadership Message	Initial	<ul style="list-style-type: none"> <li>• Letter, email to all Department of Energy employees</li> <li>• Business Element/Department reinforce the message to spin off of Department of Energy communication</li> <li>• Department of Energy post to website salient points</li> <li>• Business Elements/Department websites are updated (special page)</li> </ul>	All Department of Energy Employees All Business Element/Department Employees
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## DOE Strategic Estimated Cost

Vehicle	Date	Message	Audience
Leadership Message	Ongoing	<ul style="list-style-type: none"> <li>Messages on schedule from Department of Energy to reinforce the importance, progress made, focus on particular item in the plan, etc.,</li> <li>Tie in to other Leadership Initiatives/messages send a message to spin off of agency wide communication. Use HC verbiage in day-to-day communications. Don't restrict messages to purely HC Strategic Plan communications</li> <li>Business Elements/Department reinforces these messages internally.</li> </ul>	All Department of Energy Employees All Business Element/Department Employees
Tools for Business Elements/Department	Immediately And Ongoing	<ul style="list-style-type: none"> <li>Creation of the actual tools (hard copy, CD, virtual) to be used by the Business Elements/Department.</li> <li>These are high level, broad pieces. Describing how all of Department of Energy fits together in this quest for HC excellence.</li> </ul>	N/A
Keep Count – Measure Progress	Immediately and Ongoing	<ul style="list-style-type: none"> <li>Manager creates a simple method of counting progress toward the goals. This can be a simple “hatch mark” sheet with the goals and notations of projects under them.</li> <li>On a regular recurring basis create a news story stating that “we have completed 4 items under Goal 1”. Then describe with impacts.</li> <li>These are high level, broad pieces. Describing howl how much we have accomplished and moving toward excellence.</li> <li>Get input from all Business Elements/Department.</li> <li>These can be used for targeted and broad communications opportunities.</li> <li>Feeds measurement</li> </ul>	All Department of Energy Employees All Business Element/Department Employees
Department of Energy CHCO Visits	Regular and recurring	<ul style="list-style-type: none"> <li>Department of Energy CHCO visits Business Elements/Department to speak directly with all Business Element/Department executives and HC staff.</li> <li>Discussion of urgency and importance</li> <li>Discussion of specific Business Element/Department initiatives/progress toward goals</li> <li>Request help and feedback – give feedback loop information</li> </ul>	Executives of Business Elements/Department
Follow Up on CHCO Visits	Regular and recurring	<ul style="list-style-type: none"> <li>Visited Business Element/Department communicates Department of Energy CHCO visit</li> <li>Update website</li> <li>Points to previous information on importance and urgency of effort.</li> <li>Describes movement toward goals</li> </ul>	All Business Element/Department Employees
<p><b>Engagement (mid-term): The objective of the engagement phase is to enlist managers' and employees' active support for the plan. Only will require information, they will want answers to the “what's in it for me?” and “why should I care?” questions.</b></p>			
Business Element/Department internal communications		<ul style="list-style-type: none"> <li>Business Element/Department can use any communication vehicle it chooses (email, VMS, Newsletters, websites, meetings, etc.)</li> </ul>	All Business Element/Department Employees

## DOE Strategic Estimated Cost

Vehicle	Date	Message	Audience
		<ul style="list-style-type: none"> <li>The object of the communications is to get HC issues before the employees and managers, tell the story of HC, why it is vital to your business, how we are moving forward</li> <li>Organizational benefits</li> <li>Individual benefits</li> </ul>	
Business Element/Department Web Site	07/15/06 Full Functionality 08/01/07	<p>Each Business Element/Department creates and maintains its own web site. Publication of the site will be in all communications about HC activities and messages.</p> <p>Website will include, but is not limited to:</p> <ul style="list-style-type: none"> <li>Factsheets</li> <li>Memos</li> <li>FAQs</li> <li>Contact List</li> <li>Links to internal and external HC sites</li> <li>Links to other internal Sites</li> <li>PowerPoint Presentations</li> <li>Background and importance</li> <li>Copy of the plan</li> <li>Feedback Loop</li> </ul>	All Business Element/Department Employees
<p><b>Continuing cultural integration (long-term, ongoing): The objective of the cultural integration phase is to reinforce the plan as it the reference point for setting priorities, staffing, budgeting, and performance appraisal. In order for this to happen, Business must develop systems to measure and communicate business results. Specific Business Element or Department business goal reinforced by measuring and communicating actual business performance on an ongoing basis, and by linking business result bonuses or other compensation.</b></p>			
Set up internal controls for Keeping Count/Measuring Movement/Progress	Regular and Recurring	<ul style="list-style-type: none"> <li>Continue Incremental functionality of web site</li> <li>Request input to count of progress</li> <li>Publicize progress</li> <li>Report to Department of Energy</li> </ul>	N/A
Business Element/Department CHCO Meetings VMSs IVTs		<ul style="list-style-type: none"> <li>CHCO hold internal Business Element/Department meetings</li> <li>Reinforce the importance of good HC</li> <li>Explain Performance Management, etc.</li> <li>Reinforce the importance of good commitments</li> <li>Examples of commitments</li> <li>Importance and tie to Business Element/Department Strategic Plan</li> </ul>	All Business Element/Department Managers
Imbed in Management Training (All Levels)		<ul style="list-style-type: none"> <li>HC Strategy (Department of Energy and Business Element/Department) into all levels of management training and managerial preparation lessons.</li> <li>Explain how all HC fits together, not topic by topic. Paint the picture for the managers.</li> <li>Why should they care?</li> <li>What is available to them right not (disabled hiring, direct hiring, , etc.)</li> </ul>	All Business Element/Department Managers



# DOE Strategic Estimated Cost

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## III. Post-Project Results

Business Objective/Measure	Result Achieved	Behavior Objective/Measure	Result Achieved	Communicat Objective/Mea

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**Estimate Cost of Strategies/Information**

<b>Strategy</b>	<b>Est. Cost/Information</b>
<p>Establishment of a integrated workforce planning software and contract that would a lot from a corporate and individual business element perspective to compare current workforce with future requirements. This system would allows us to project the aging of our workforce in relation to new or continuing requirements and allow the more comprehensive planning for all of our life cycle phase with our budget and workload needs. This robust workforce planning tool would additionally help us to quantify human capital funding challenges and help us to identify non initiatives driven techniques to fund human capital investment over the next five years.</p>	<p>\$1.3 million for software and contract support for training all users - Funding as been required for FY08</p> <p>Updates will be needed each year</p>
<p>Develop a plan and timetable for streamlining the hiring and staffing processes by the use of by the use of category ratings to help streamline the evaluation process.</p>	<p>Plan has been develop for implementation of category rating across the Department of Energy. This will be accomplished this calendar year</p>
<p>Design a DOE wide separation data collection process/tool to assess reasons and trends for departures and retention. Validate attrition projections by gathering and assessing actual data to develop a DOE wide retention strategy.</p>	<p>Design of the tool and process is plan for spring of 2007. Funds requested have not been submitted. There will be a vendor cost to this strategies and contracts cost for integration into our website</p>
<p>We will establish a targeted phased retirement program to induce employees in critical leadership positions or difficult-to-fill jobs to extend their association with the DOE pending the passage of legislation that would help us to establish this program.</p>	<p>This program is depending upon pending legislation to Congress. Cost to develop is only staff cost</p>
<p>Better leverage the Internet for recruiting and expand and upgrade our automation efforts. This includes the implementation of an Internet-based tool that automates the total hiring process and allows for web-based assessment of job applications for foundation skills in the beginning of the process and refers of the most qualified candidate to next tier of the selection process tools. For example thru National Association web sites. Most new recruits are looking to join a company with the best technology, the best databases, the best access to information, and to enough of a continues structured training program throughout their careers</p>	<p>Estimated costs are 2 to 5 millions depend on how many assessment need to be developed. Funds have not been requested</p>
<p>Establish a contract with an executive search firm to assist us in filing leadership positions across the Department.</p>	<p>Cost greatly depend on how request for searches. These contracts are usually a lever of effort. Estimate for each search should run between \$25,000 to \$50,000 depending on occupation</p>

## DOE Strategic Estimated Cost

<p>Enhancement of our career opportunities for our recruits and employees by partnering with OPM to begin development of competency models, occupation analysis and assessment instruments. Include the development process for a organizational wide program to assess workforce competencies</p>	<p>\$500,000 to \$1,000,000 depending on the number of competencies model develop. These figures include occupation analysis and assessment instruments development as well.</p>
<p>Explore the establishment of a strategic recruitment-advertising contract to help us “Brand DOE” to promote our positions to external candidates for both electronic and print approaches.</p>	<p>\$1.5 million</p>
<p>Need to better estimate of succession planning requirements for all levels of leadership but also in those critical positions across DOE. This effort will result in developing or purchasing an automated tool and mechanism to track future and current leadership demand requirements by business elements and type of work. Our new methodology would a lot proposed assignment of incumbents to positions and project attrition versus anticipated placement in order to identify the shortfalls that would drive recruitment and hiring strategies driven by our automated workforce planning system</p>	<p>Most of costs are covered in workforce planning software but any customization because of special needs for succession plans is not covered.</p>
<p>Development of a strategic hiring plan for the Department from the information coming out of the integrated work planning system and key leadership decisions on our recruitment to achieve a workforce that is representative of all segments of society</p>	<p>Nominal cost</p>
<p>Expanded the use of annuitant re-employment authority throughout the Department. This is policy/authority initiative that would take OPM/OMB approval that would allow us to maintain a level of expertise as our workforce retires.</p>	<p>Cost is depends on annual salary of re-employed personnel that will be paid by each business element to utilizes this authority. Need OPM/OMB approval</p>
<p>Establish a leadership curriculum in partnership with public or private university about the changing role of managers and leaders with added emphasis on team management skills, leading through others by empowering the workforce, and focusing on leadership management skills for effective people management.</p>	<p>Unknown at this time</p>
<p>Development of competency based curricula and to establish accredited and creditable programs for employee and leaders by assessing an evaluating future workload needs to define these competencies for the workforce of tomorrow.</p>	<p>Cost unknown and depend on competency modeling effort with OPM</p>
<p>Development of Leadership development framework based on competencies to ensure that our HR processes enhance the selection, development, sustain of our leaders and that our leaders effectively manage people by inspiring, motivating</p>	<p>Contractor cost is \$25,000 to \$ 50,000</p>

## DOE Strategic Estimated Cost

and guiding them toward mission goals while sustaining a learning environment that drives continuous improvements in performance.	
Explore the possible for certification repayment program in critical identified job skills	Unknown at this time
Development of a plan to help us better deal with insufficient technology budget allocations, insufficient IT infrastructure to human issues, and a management culture that presents barriers to the prompt implementation of learning and development technologies and e-learning content development and delivery.	\$100,000 to \$ 250,000
Look at improvement of employee and managerial job satisfaction. Specifically, take action to reduce issue causing managerial burden	Nominal cost and will be accomplished in calendar year 2006
Partnership with OPM on the design, development of an E-learning content system to ensure the promotion of content reuse across the Department	\$1,000,000 to \$5,000,000 depends on software
Continue to explore elimination of process redundancy and unnecessary processes by consolidation or use of automated solutions or tools	Nominal cost and will be accomplished in calendar year 2006
Explore all availability approaches that will help to not impend the need for future changes to the Department wide human capital function to evolve it to a more effective and efficient delivery structure with clear accountability for achieving the Energy's mission.	Nominal cost and will be accomplished in calendar year 2006
Focus on developing a plan to consolidation of many of our internships and scholarships in one DOE approach to enhance our ability recruit, retain employees and enhance our career opportunities.	Nominal Cost for development of a plan
Implementation of our System for Accountability across the Department to infuse a business logic measurement system to look at efficiency and effectiveness of HR initiatives	Unknown cost because contractor support is need for integration of requirement into Human Capital website.
Empower employees and/or managers to validate and to measure the successes and areas of improvement of human capital policies and practices through employee surveys/focus groups	Unknown cost because this strategy is depend on largely approach of Organization Development support for HR initiatives
Explore the need for Organizational Development Contract to support our human capital initiatives.	\$100,000 for a base contract
Look at a project team to be formed to conduct focus groups and gather input from employees regarding the most recent Human Capital Survey and future surveys.	Nominal cost and will be accomplished in calendar year 2006
Embrace and explore tools and programs that share information and knowledge by using innovative or technology driven solutions to facilitate best practices, promote personal	Cost unknown

## DOE Strategic Estimated Cost

and professional growth and avoid failures.	
Development and introduction of a Performance Management suite to support our performance management system	Cost unknown. Cost is totally depend on contractor support
Communicate levels of performance expectations to job candidates (during interview cycles)	Nominal cost and will be accomplished in calendar year 2006
Validate expectations and transcend it into performance objectives through DOE performance management systems	Nominal cost and will be accomplished in calendar year 2006
Implement a Departmental New Hire/Quality of Hire Survey	Nominal cost but depend on contract on web support
Look at ways to institute incentive reward flexibilities designed to provide formal or informal recognition of outstanding employee performance.	Nominal cost and will be accomplished in calendar year 2006
Explore ways to move to pay-for –performance systems for all managers across the organization to provide a direct link with pay with performance.	Strategy will be started in FY07
Respond quickly and effectively to organization and structure changes. The experience we have gained over the last three years of transition and the processes and tools we have developed will be the centerpiece of our efforts to deal with reorganization and reengineering initiatives, new technology, and competitive sourcing efforts in the future.	Nominal cost
Build upon what we have learned and increase our capacity to continuously align workforce competencies with changing business priorities to assure maximum performance. As in the past, we will focus on putting the right people in the right obs while minimizing the stress of change.	Nominal Cost
Partnering with other agencies, non-profits and research nstitutions to ensure we utilize the most effective and cost-efficient means to manage transitions	Nominal cost
Continue to explore ways build, facilitate and nurture with proactive collaboration of employees, management and internal and external stakeholders	Nominal cost
Continue to re-engineer HR processes and develop , enhance and make effective use of HLOB strategies	Nominal cost overall but integration of the HLOB solutions will be costly.

