

Human Capital Discussion / Report

EMAB Human Capital
Sub-Committee

J Barnes

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August 24, 2006

Human Capital Discussion / Report

- Background
- Human Capital Plan Review
- Issues / Thoughts

Human Capital Background

- March Meeting recommended that EMAB pursue a review of Human Capital Issues
- EMAB should not wait for NAPA Study results; if some improvements could be made prior to NAPA report issue
- Areas of review:
 - Morale / workplace census
 - Planning / Accountability
 - Training / Certification
 - Mentoring / Career Growth
 - Staffing / Resource Management
 - Competing Industries

Human Capital Background

- 3. Human Capital Management – internship types; mentoring program examples, work force management approaches from comparable industries; authority delegations/decision making): While the NAPA Study will address these items over time, we feel there are some early hits along these lines and that EM should not wait to implement (i.e., not wait until completion of the Study):***

Example- workforce transition and reallocation of resources in which experienced DOE DD&R personnel from completed legacy sites are transferred to current and future legacy clean-up sites. The experience includes technical, acquisition, public relations, and administrative roles. Should DOE EM start taking responsibility for the M&I oversight for the complex sites and have multiple specialty contractors, thus breaking away from the single large M&O model?

Example- should EM consider transferring experienced DOE personnel for AFCI, GNEP, or other larger new facility projects to bring years of gained successful expertise to these programs?

Actionable Items:

Discussion by J Rispoli and C Anderson stressed EMAB not to wait for the NAPA study results. EMAB is requested to immediately establish a strategy.

Status:

Dennis Ferrigno will lead a working group to start activity to support EMAB review and comment concerning HC recommendations

Human Capital Background- Survey

**2006 Federal Human Capital Survey,
June 1-30, 2006**

- **DOE is being proactive to survey the staff to identify issues and areas of improvement**
- **Results of Survey not known by the EMAB HC Sub-committee at this time.**
- **Upon issuance, EMAB HC Sub-committee will be able to report back to the EMAB**

Human Capital Background- Survey

- The Department's overall participation rate was 57%.
- 13,317 survey employee population was broken down into 65 sub-agencies.
- Forty-seven sub-agencies achieved a participation rate equal to or greater than 50%.
- Eight sub-agencies achieved a participation rate equal to or greater than 75%.
- OPM anticipates providing DOE survey results by sub-agencies during the December/January time period.
- The survey results will be used to identify strengths, challenges, and change strategies to help improve DOE work environment.

Human Capital Background- Survey

2006 Federal Human Capital Survey, June 1-30, 2006

The Department of Energy joins other Federal agencies in administering the 2006 Federal Human Capital Survey to its employees. The survey administration window for DOE will be from June 1-30, 2006. The Department will use the survey's results to plan strategies to address our human capital challenges and to validate our accomplishments.

Your responses will aid our leadership in assessing the human capital climate and work environment of the Department. Your opinions will also help prioritize, refine, and improve DOE's human capital efforts to ensure we have a dedicated, satisfied, and energized workforce. Our leadership is relying on you, the Department's most valuable resource, to assist in achieving our human capital goals.

The Office of Personnel Management (OPM) will forward the link and procedures for completing the survey directly to each DOE Federal employee by June 1, 2006. Responses should be submitted by June 30, 2006. Your responses are voluntary and will be kept confidential. OPM will analyze responses and provide both departmental and government-wide reports of survey results.

Your honest, forthright responses to the 2006 Federal Human Capital Survey are very important as we all work together to improve the way the Department manages its people. Please take 30 minutes or less to

COMPLETE the survey...

VOICE your opinions...

Should you require additional information, please contact Monica Neeley, Office of Human Capital Management (HR-10), at Monica.Neeley@hq.doe.gov or 202-586-8503.

Human Capital Background- Mentoring

Office of Human Capital Management- Innovations and Solutions voluntary mentoring program open to all federal employees.

- Highlights:
 - 2006-2007 period
 - All SES members and GS-13 thru GS-15 employees are invited to serve as program mentors.
 - All other DOE employees are invited to participate as program protégés.
 - 2006-2007 program goal is to have 250 SES members to serve as DOE mentors.
- The 12-month mentoring program
 - orientation session
 - half-day workshops designed to assist mentors and protégés in developing effective mentoring relationships.
 - Quarterly meetings will also be announced to cover special topics of interest that focus on mentoring as a management and leadership tool.

Human Capital Background- Mentoring

Interview with Karen Lerma

- Corporate Training Officer
- US Department of Energy, Office of Innovations and Solutions; Enterprise Training Services
- Phone: (505) 845-4639
- Fax: (505) 845-2668
- klerma@doeal.gov

Human Capital Background- Mentoring

- 1 Program has been in existence for 3 years; 1 year participation
- 2 Program is facilitator driven; expectation is high; participants are given tools (program book , mentor & protégé book); set own schedule
- 3 Slow start in March / April; DOE culture is a challenge; need to get more active participation
- 4 Mid-way- no feedback yet
- 5 Program mostly voluntary- requirement for a SES mentor; 50 SES openings
- 6 9 programs endorsing mentoring it; example- Aspiring Leader, New Leader, SES, Western Leadership; etc.

Human Capital Background- Mentoring

- 1 DOE has 13000 employees; participants in the program- Protégés- 118; Mentors- 140; Program Coordinators- 36; 50% Hdqtrs / DC driven
- 2 Mentors goal is 25% SES participation of 400 SES classification professionals; only have 80%
- 3 DOE professionals do not totally embrace the program
- 4 How the program helped professionals in career development or the departments is not published at this time, stay tuned
- 5 No testimonials yet, will get some
- 6 Program does not appear to be officially linked to career development and / or advancement
- 7 Mentoring Program Strategic Planning (Mission, Vision and Goals for FY 2007) will be issued soon
- 8 In a communication phase; would be helpful to have Assistant Secretary and DAS level endorsement and encouragement to participate

Human Capital Background- Training

Project Management Training / Contract Management Training

- DOE Project Management Career Development Program (PMCDP) for Federal Project Directors (FPDs)
- EM plans to initiate certification of 6-8 Federal employees as future cost estimators in FY 2007

Human Capital Background- Training

Project Management Training / Contract Management Training

- Technical Qualifications Programs
- Senior Technical Safety Managers (STSM)
- Nuclear Executive Leadership Training Program
- Executive and Leadership Enhancement
 - Executive Excellence
 - Executive Development Program
 - Pilot year-long supervisory development program

EMAB Human Capital Plan Review

Human Capital Management Plan August 2006

(provided in EMAB Briefing Packet)

EMAB Human Capital Plan Review- Issues / Recommendations

- HC Plan appears to be thorough and thought out; it was written by EM personnel, not contractors- J Fiore and staff are complimented on that action and the quality of the work
- Morale has not been fully addressed in demographics. In separate conversation with the EM HC staff they thought other than busy; the morale has picked up and is doing much better. People are more engaged in the work.
- The plan briefly addresses the staffing of new and replacement staff
- What is not stated in the plan is that HR needs additional help (staff) for FTE placement; in some cases they are a little behind
- The report was issued July 14; it will be revisited each year and updated
- The plan is the basis for staff metrics, goals and measurement. This is in process to be articulated and formalized.

EMAB Human Capital Plan Review- Issues / Recommendations

- Areas that EM may want to additionally spend extra effort:
 - Demographics: Articulate the competitive environment for industry wide nuclear staff. Agencies such as NRC, NNSA, NE will be drawing more staff due to increased Defense Programs and Nuclear Reactor Design / Construction. Commercial Industry will be attractive to staff that are eligible for early retirement. Currently DOE EM is looking at 40% potential early retirements- Some believe in 2008, if new nuclear plant orders are placed; that number may be higher. The human Capital plan needs to better articulate this potential challenge and possible dilemma.
 - Training program and PM certification looks well thought out. The area of mentoring with a specific point of contact should be re-visited. The reason for this is training and placement of added job responsibility is not sufficient to develop future executives for the department. 2 year mentoring from assistant secretary down should be targeted by the department (one on one mentoring). Select 100 “young Turks” and develop them for the future with a 2 year mentoring in addition to education, certification and job responsibility increase.

EMAB Human Capital Plan Review- Issues / Recommendations

- Areas that EM may want to additionally spend extra effort:
 - Retraining of resources should be more explored- Retraining other types of engineers and forecasting program demands could establish an added work force for the EM program.
 - Actual personnel execution (which point of contact) for metrics and performance fitness report was not fully reported.

EMAB Human Capital Plan Review-Issues / Recommendations

- Summary Thoughts

There are areas of added focus that could be added, however the basic HC Plan is concise, established needs and priority, and will provide documentation for accountability within the EM staff to be measured and course corrected, if necessary.

EMAB Human Capital Plan Review

*Human Capital Summary
Issues / Recommendations*

EMAB Human Capital Issues / Recommendations

- Publish HC survey results quickly and establish clear accountability to address each item with plan. New issues and plan should be incorporated in subsequent HC plan.
- Mentoring Program should be more than voluntary- establish a participation recognition and reward in performance review
- Training seems quite aggressive; however training with mentored application is an area that will pay quick dividends. Try to couple mentoring and training together by people and topic.

EMAB Human Capital Issues / Recommendations

- Plan should increase areas of focus in:
 - Morale.
 - Accountability to place new hires when authorizations and budget are in place.
 - Plan metrics should better tie accountability to people and departments.

EMAB Human Capital Issues / Recommendations

- Plan should increase areas of focus in:
 - Demographics: Articulate the competitive environment for industry wide nuclear staff.
 - Retraining / workforce transition of resources should be better explored

EMAB Human Capital Issues / Recommendations

Based on some for the record and “off the record discussions with staff”, there may additionally be some areas to review:

- Standard "required" leadership training for all levels of management (communication skills, resolving Conflicts and solving problems, etc.). A refresher course should be required each year. This could be a requirement for performance review
- Require exit interviews to see why employees are leaving EM
- Need to provide employees an anonymous voice on where they think improvements are needed. Different ways to accomplish this, but should be managed by external source (contractor) for employee privacy
- Some tools for collection are employee survey, email, or setup locked suggestion boxes in each office.
- Karen Lerma should brief DAS Fiore and staff on current attributes of Mentoring Program and how the EM program can benefit from their active involvement and participation.

EMAB Human Capital Issues / Recommendations

Based on some “off the record discussions with staff, there may additionally be some areas of review:

- Create communications officer position
- Send EM Weekly to all EM Feds and Contractors or make it available on the EM Portal.
- Consider changing type of service award that is given to employees. The lapel pins that are being given now are so (the size of a dime) and not considered by the staff as adequate recognition. Work with DOE corporate to redesign the service pin suitable for both male and female recipients. Design something that the recipient will look forward to receiving and wearing.
- As part of better communication...make EM Portal (intranet) more easily assessable. The portal should come up automatically when you logon to the EM server. Right now you have to login to the server and then you have to know the URL address for the portal and then you have to login again.

EMAB Human Capital Summary

- **EM is commended on a open and proactive human capital program**
- **Challenges are significant**
- **EM Executive Management are openly addressing the challenges and are the right people for the job**
- **NAPA study should review this material and vet out areas of specific improvements in the Human Capital area of focus.**
- **EMAB should continue to monitor and review for thoughts and recommendations to Assistant Secretary Rispoli**