



**Environmental Management
Human Capital Initiatives and Reorganization**

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EM's commitment to becoming a high-performing organization

- These measures relate to aspects of creating a high-performing organization
 - Reorganization
 - Human capital initiatives
 - Mission critical skills acquisition, training and skills enhancement
 - EM Intern Program
- EM's plans for a well trained, balanced and diverse workforce are taking shape
- EM has a long-term mission and is here to stay

Reorganization of EM Headquarters

- The new organization brings clarity to the roles of EM offices and better supports the field. The focus is on acquisition and project management.
- The new DAS structure places right functions “At the Table”
 - Acquisition and Project Management
 - Planning and Budget
 - Regulatory Compliance
 - Engineering and Technology
 - Safety Management and Operations
 - Human Capital

Corporate Human Capital Management Plan (HCMP)

- Completed our first annual Human Capital Management Plan in July 2006 and will update annually.
- Describes mission and objectives, vision, human capital (HC) strategies and initiatives.
- Implements an integrated HC system that plans and executes HC activities across the EM complex.
- Activities include short- and long-term planning, assessment of skills deficits and surpluses, employee training, development and enhancement, and acquisition of new talent.

Acquiring New Talent

- EM conducted complex-wide skill gaps analyses and is undertaking measures to address skill shortages in contracting, project management, safety and other technical areas by Dec 31, 2006.
- EM is acquiring mission-critical skills in acquisition and contracting areas through focused hiring.
- The 2005 Federal Technical Capability Program annual workforce analysis identified approximately 60 technical skill gaps. The identified skill gaps will be closed by Dec 31, 2006.
- Addressing skill gaps through a multi-pronged approach involving acquisition of new skills through hiring, employee development, Closure Cadre, and contractor support.

Certifying, Qualifying, And Training Our Existing Workforce

- EM is implementing rigorous certification qualifications programs
 - DOE Project Management Career Development Program (PMCDP) for Federal Project Directors (FPDs)
 - Certified all Line Item FPDs by May 31, 2006
 - Certified at least one FPD for all Cleanup Projects by May 31, 2006
 - Plans to certify all other assigned FPDs by March 31, 2007
 - EM plans to initiate certification of 6-8 Federal employees as future cost estimators in FY 2007

Certifying, Qualifying, And Training Our Existing Workforce

- EM is implementing strong qualifications programs
 - Technical Qualifications Programs
 - EM will implement revised DOE M 426.1-1A, Federal Technical Capability Manual, based on Institute of Nuclear Operations (INPO) Model. Revision anticipated in Dec 2006.
 - Senior Technical Safety Managers (STSM)
 - Participated in first revised offering of STSM training
 - EM will participate in new STSM training in January 2007
 - Nuclear Executive Leadership Training Program
 - Eight of our executives are attending the course this week

Certifying, Qualifying, And Training Our Existing Workforce

- EM is conducting a number of programs to improve and enhance management, leadership, and other skills
 - Executive and Leadership Enhancement
 - Executive Excellence - EM-developed Advanced Acquisition and Project Management Perspectives program is being held in three phases, with Phase I and II completed
 - Executive Development Program with coaching and mentoring of executives continues
 - Conducting a pilot year-long supervisory development program for 3 GS-14s in FY 2006 at one field site. Program may be replicated at other EM sites

Certifying, Qualifying, And Training Our Existing Workforce

- EM is conducting a number of training programs to improve and enhance management, leadership, and other skills
 - EM Quality Assurance Program Plan (QAPP)
 - All EM employees and senior managers will receive general and specialized training as required by EM QAPP in 2006
 - Cost Estimation
 - Cost Estimation training courses held at HQ, SR, RL and CBC
 - PMCDP training for non-designated Federal Project Directors
 - EM PMCDP Level 1 and 2 courses are ongoing and will continue into FY 2007
 - Other Technical Training
 - EM continues to encourage internal and external technical and non-technical training courses for all EM employees

EM Intern Program

- Establishing an EM Corporate Career Intern Program (EMCIP) with recruitment beginning in September 2006 with the first class of 15 hired in June 2007. Attending approximately 15-20 job fairs and conferences to include diversity and targeted recruitment.
- EMCIP will serve as a pipeline for the development of future leaders and managers, as well as for the development of critical technical competencies.
- EMCIP interns will participate in a 2-year program with 2-3 rotations to provide sound technical and corporate perspectives. Joint HQ and field effort in recruitment, development, and placement.
- Strong academic programs being planned for the interns providing them exposure to a wide array of technical and non-technical issues.
- Hired 9 summer interns this year.

NAPA Review

- NAPA's 18-month review continues and studies the following areas:
 - Organization and Management
 - Human Capital
 - Acquisition Policies and Procedures