

Environmental Management Human Capital Initiatives and Reorganization

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EM Is Committed To Becoming A High Performing Organization

- For successful execution, EM must become a high performing organization.
- This can be done only if EM has a well trained and balanced, diverse workforce.
- EM will be technically as competent as its contractors.
- EM has a long term mission and is here to stay.
- EM will establish an intern program to develop the talent of the future.

EM Conducted Skills Gaps Analyses In A Number Of Areas And Is Addressing These Gaps

- EM conducted a complex-wide skills gaps analyses and determined that there are significant skills shortage in certain critical areas.
 - Contracting
 - Project Management
 - Cost Estimating
 - Technical Qualifications Program
- EM is addressing its skills gaps through a multi-pronged approach involving employee development and acquisition of new skills.

EM is carrying out concerted efforts in training, qualifying, and certifying its existing workforce to enhance its competencies.

- There are numerous “tools in the EM toolbox” to assist in that development.
 - Technical training
 - Certification programs
 - Executive leadership training
 - Diverse work assignments
 - Formal education classes
 - Case study based workshops
 - Mentoring/coaching
 - 360 feedback analysis
 - Employee development programs



EM Is Acquiring New Talent Through Hiring Experienced Personnel

- EM is vigorously engaged in acquiring experienced personnel to fill immediate mission-critical needs in acquisition and contracting areas through contract specialists focused hiring.
- Based on Federal Technical Capability Program annual workforce planning, EM will address all identified skills gaps in FY 2006.
- EM will continue to effectively deploy where needed Closure Cadre personnel who have extensive closure experience.

EM Will Establish A Strong Intern Program

- EM is planning to establish an EM Corporate Career Development Program in FY 2006 with interns coming on board in FY 2007.
- Program will serve as a pipeline for the development of future leaders and managers and for the development of critical technical competencies.
- In near term, EM will hire summer interns this year.

NAPA Review Will Address Three Important Areas In An 18-Month Study.

- **Organization and Management**
 - Review new organization structure to determine how it will affect the management and fiscal operations of EM.
- **Human Capital**
 - Examine roles and responsibilities to ensure alignment with EM mission.
 - Analyze competencies for core functions and technical areas.
- **Acquisition Policies and Procedures**
 - Review existing acquisition and oversight policies and procedures and how they will be conducted under the new organization structure.
 - Review how well project management procedures are being followed in carrying out the acquisition function including development of up-front acquisition strategies; and effective use of risk management procedures to anticipate and address problems.

Current Organization

- No DAS focused on acquisition
- Roles of each EM office not clear to the Field which slows issue resolution
- DAS offices do not reflect functions that EM-1 believes are critical to decision-making
- Duplicative functions in multiple offices

Proposed Reorganization

- DAS established with focus on acquisition and project management
- New DAS structure places right functions “At the Table”
 - Acquisition and Project Management
 - Planning and Budget
 - Regulatory
 - Engineering and Technology
 - Safety
 - Human Capital
- Clarifies roles of EM offices to better support the field
- Establishes Office of Project Recovery to provide special focus on projects with significant performance issues



EM Proposed Reorganization Structure

Office of Project Recovery
(J. Owendoff)

Assistant Secretary (EM-1)
(James A. Rispoli)
Principal Deputy Assistant Secretary (EM-2)
(Charles E. Anderson)
Executive Officer (W. Levitan)

Chief Operating Officer (EM-3)
(Inés R. Triay)
(C. Wu, Chief Safety Officer)

DAS Regulatory Compliance EM-10
(F. Marcinowski)

DAS Engineering & Technology EM-20
(M. Gilbertson)

DAS Program Planning & Budget EM-30
(M. Frei)

DAS Human Capital & Business Services EM-40
(J. Fiore)

DAS Acquisition & Project Management EM-50
(J. Surash)

- Compliance (EM-11)**
- (K. Guevara)
- Disposal Operations (EM-12)**
- (C. Gelles, Acting)
- Public & Intergovernmental Accountability (EM-13)**
- (M. Nielson)

- Waste Processing (EM-21)**
- (Vacancy)
- Groundwater & Soil Remediation (EM-22)**
- (L. Bailey)
- D&D and Facility Engineering (EM-23)**
- (S. Waisley)

- Budget (EM-31)**
- (Vacancy)
- Strategic Planning & Analysis (EM-32)**
- (Vacancy)
- Program Integration (EM-33)**
- (Vacancy)

- Human Capital Planning & Ops (EM-41)**
- (Vacancy)
- Business Services (EM-42)**
- (R. Smith)
- HQ Personnel & IT (EM-43)**
- (J. Beard)

- Procurement Planning (EM-51)**
- (Vacancy)
- Contract & Project Execution (EM-52)**
- (B. Smith)
- Project Management Oversight (EM-53)**
- (J. Rhoderick)

Office of Safeguards & Security, Emergency Operations EM-3.1
(M. Daugherty)

DAS Safety Management & Operations EM-3.2
(D. Chung)

Office of Site Support & Small Projects EM-3.3
(C. V. Anderson)

- Safety Management (EM-3.21)**
- (Vacancy)
- Operations Oversight (EM-3.22)**
- (B. Goldsmith)
- Transportation (EM-3.23)**
- (D. Ashworth)

CBC

CBFO

OH

ORP

PPPO

RF

RL

SR