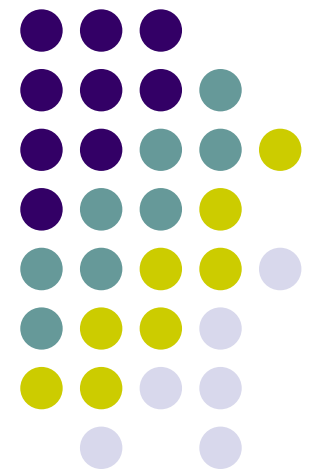


“EFCOG’s Knowledge Portal Review” 2009 Waste Management Symposium



Jeff Jay
Human Capital Working Group
Working Group Chair
March 3, 2009

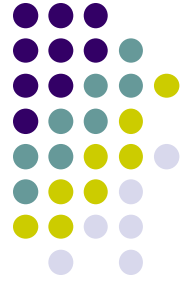


Outline for Today



- Purpose
- 2008 Accomplishments
- HCWG Goals
- 2009 Plans – Key Deliverables
- DOE & EFCOG Participation Needs

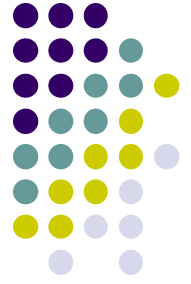
HCWG Purpose



The group advances the strategic alliances...
to preserve and sustain “People Readiness” initiatives
crucial to energy security of the US...stakeholder
collaboration – national, regional & local...preparation
for competition in global market...sustainability of
workforce capability and capacity of the DOE mission
over the next ~~10~~ 9 years.

***Sustainability of Workforce Capability & Capacity –
National Problem Depending on
Regional and Local Solutions***

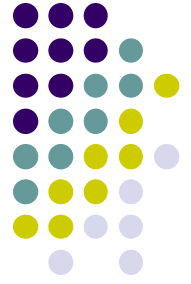
Premise



- Effective recruitment and retention of human capital is the most crucial issue facing the DOE and its EFCOG community within the next ~~10~~ 9 years
- Traditional management practices used in the past for managing and leading human capital within the core DOE businesses are outdated and can no longer meet the future workforce needs of the industry.

Requires Transformational Leadership Strategies for the 21st Century Workforce

2008 Accomplishments



- 1QCY08
 - Established Charter and Identified Key Issues
 - Obtained EFCOG Board Approval of Charter
 - Chair & Vice-Chair Leadership Appointed
- 2QCY08
 - Established Key Federal Sponsors
 - DSA Human Capital & Business Services, EM 40 – *Diane Cochran*
 - Senior Advisor, Chief, Health, Safety & Security, HS-1 – *Mari-Jo Campagnone*
 - Director, Office of Workforce Development for Teachers and Scientists, Office of Science, SC-27 – *Bill Valdez*
 - Senior Advisor, Office of Research and Development for National Security Science and Technology, NA-12 – *Dr. Beverly Berger*
 - Conducted Strategy Meeting with EFCOG Senior Sponsor on Sustainability of the Enterprise

WG Leadership Structure, Key Sponsors & Strategy

2008 Accomplishments



- 3QCY08
 - Conducted 1st Formal WG Meeting – SPR – New Orleans
 - Established Subgroup Leadership & Structure
 - Strategic Planning – *Dione Heusel, SPR*
 - DOE/M&O HC Policies – *Kathryn Craft Rogers, LLNL*
 - Critical Skills – *Tom Richey, Y-12; Dominique Foley Wilson, SNL*
 - Best Practices – *Ken Andriessen, NTS*
 - Secretary – *Cristina Tablada, SPR*
 - HSS-Established Sponsorship of University of Maryland Collaboration with M&O Medical Directors and HR VPs on Baseline Sustainability of Current M&O Workforce with Reliability Assessment – *Dr. Jodi Jacobson*

1st Meeting, Subgroup Leadership & Structure – First HSS – EFCOG HC - Academic Collaboration on Current M&O Health Issues

2008 Accomplishments



- 4QCY08
 - Obtained Chief, Health, Safety & Security Endorsement as Primary Federal Sponsor – *Glenn Podonsky*
 - Conducted Critical Skills Meeting with Federal Sponsors
 - Established National Liaisons with the National Academy of Public Administration and Partnership for Public Service
 - Selected Vice-Chair for Policy Subgroup – *Steve Mournighan, VP, Longenecker & Associates*
 - Conducted 2nd Formal WG Meeting – First Benchmark on Strategic Approach to Critical Skills - SNL Albuquerque
 - Advanced Technology Academy
 - Critical Skills Institutes
 - Advanced Manufacturing Trades Training Program
 - Post Doc Professional Development Program
 - Identified option to address DOE M&O labor demand projections through use of Department of Labor survey proposal
 - Refined approach to address DOE O 350.1 HC M&O Policy issues with DOE MA-60

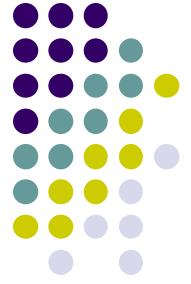
Senior HSS Sponsorship – New National Liaisons – Expanded Policy SG Leadership – 2nd Meeting – CS Benchmark – Post Docs Feedback

2008 Accomplishments



- 4QCY08 (con't)
 - Vice-Chair, CS, conducted meeting with SNL-A, SNL-L, and LLNL Post-Docs to frame initial issues regarding effective recruitment and retention of M&O Post-Docs and prepare baseline benchmark for complex-wide review and application
 - Established initial framework for Post Docs SG with priority on:
 - Determining Consistent Pathway for Post-Docs to Full Employment
 - Centralizing Oversight of Post-Doc Program Implementation
 - Defining Post-Doc Position Performance Review Criteria
 - Improving Mentor/Principal Investigator Interpersonal Skills
 - Improving Attraction Attributes and Professional Development for Post-Docs in National Laboratory Settings
 - Vice-Chair, CS, attended LLNL-sponsored conference on *Strategic Alignment of Human Capital to Business Strategy Conference*
 - Discussions on decision-based analytical software tool to identify and analyze M&O critical skills in the aggregate

Framework for Post-Docs SG – Interim Chair, Dr. Kulp, LLNL



Some of the overall numbers for CY08

- 5 DOE Sponsors
- 2 Formal WG Meetings
- 6 WG Leadership Teleconferences
- 4 Subgroups - #Participants
 - Strategic Planning w/Chair – 7
 - Policy w/Chair and Vice-Chair – 10
 - Critical Skills w/Chair and Vice-Chair – 8
 - New Post-Docs w/Interim Chair - 7
- Other EFCOG (non-HCWG) Participants – 4
- Industry non-DOE Partners w/Liaisons – 4
- DOE Staff Support Participants – 6
- **EFCOG Companies Represented – 20**
- **Average WG Meeting Participants – 18 - 20**

< 30% of EFCOG members involved in Human Capital



Strategic Planning Subgroup

- **GOAL:** Work on culture, image and technology that establishes DOE/M&O complex as attractive and respected place to pursue career
 - Develop M&O communications and branding message for attracting future generations to DOE work
 - Work on technology improvements involving Knowledge Management Systems
 - Modernize EFCOG website attractive to new generation – *see nucleargraduates.com*

Improve Branding of DOE M&O Image for 21st Century Workforce – Knowledge Management as Part of the DOE Enterprise



Policy Subgroup

- **GOAL: Break ground on barriers in DOE O 350.1** HC policies that hinder effective utilization of M&O resources, to include infrastructure and related programs to develop, train and transfer knowledge to next generation workers
- **GOAL: Support DOE HSS**, Oak Ridge Institute for Science & Education (ORISE) and the University of Maryland in conducting M&O survey to baseline health & productivity of current workforce

Working with DOE MA to Address HR Policy Barriers & Influence Acquisition Management Strategies – Improve EFCOG Response to HSS Initiative



Post Doc Subgroup

- **GOAL: Better utilize post-doctoral employee pipeline DOE-wide to fill critical skills needs; convert proven post-doc commodities to productive contributors and understand attraction and retention best practices for this generation of workers**
 - Establish Post-Doc Subgroup to address improved processes and serve as pipeline for future EFCOG technical and professional leadership development
 - Established initial framework with national priority on:
 - Determining Consistent Pathway for Post-Docs to Full Employment
 - Centralizing Oversight of Post-Doc Program Implementation
 - Defining Post-Doc Position Performance Review Criteria
 - Improving Mentor/Principal Investigator Interpersonal Skills
 - Improving Attraction Attributes and Professional Development for Post-Docs in National Laboratory Settings

Provide National Platform for Improved Utilization of Post Docs



Critical Skills Subgroup

- **GOAL:** Establish a DOE complex-wide network to inventory critical skills of each national laboratory and site
 - Develop short-term mechanism to identify and inventory critical skills across the DOE complex
 - Assess and evaluate aggregate data on critical skills with independent verification
 - Recommend approaches to DOE in the establishment of a workforce development plan

No Aggregate Methodology to Roll M&O HC Picture & Related Risks to Mission Performance at Secretarial Level – Key Metric for Strategic Policy Decision-making for Sustainability

What are Critical Skills?



Key National Objective: **Effective Nuclear Deterrence**
(Example)

Key Elements:

Policy

Weapons

Delivery Systems

Accountability
•DOE Programs Decision-Maker
•EFCOG Member Companies – Portfolio Owner

Functionality ----- Academic Disciplines
•Trades/Craft (Technical Certificate)
•STEM (Professional Degree)

Critical Capabilities

Critical Occupations

Critical Physical Assets

Program Funded Related

Critical (?) People

Critical Experience

Tools Equipment Facilities

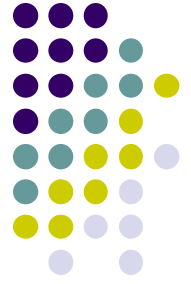
Education

Training

Real Work

Exercising

WHAT IS CRITICAL?

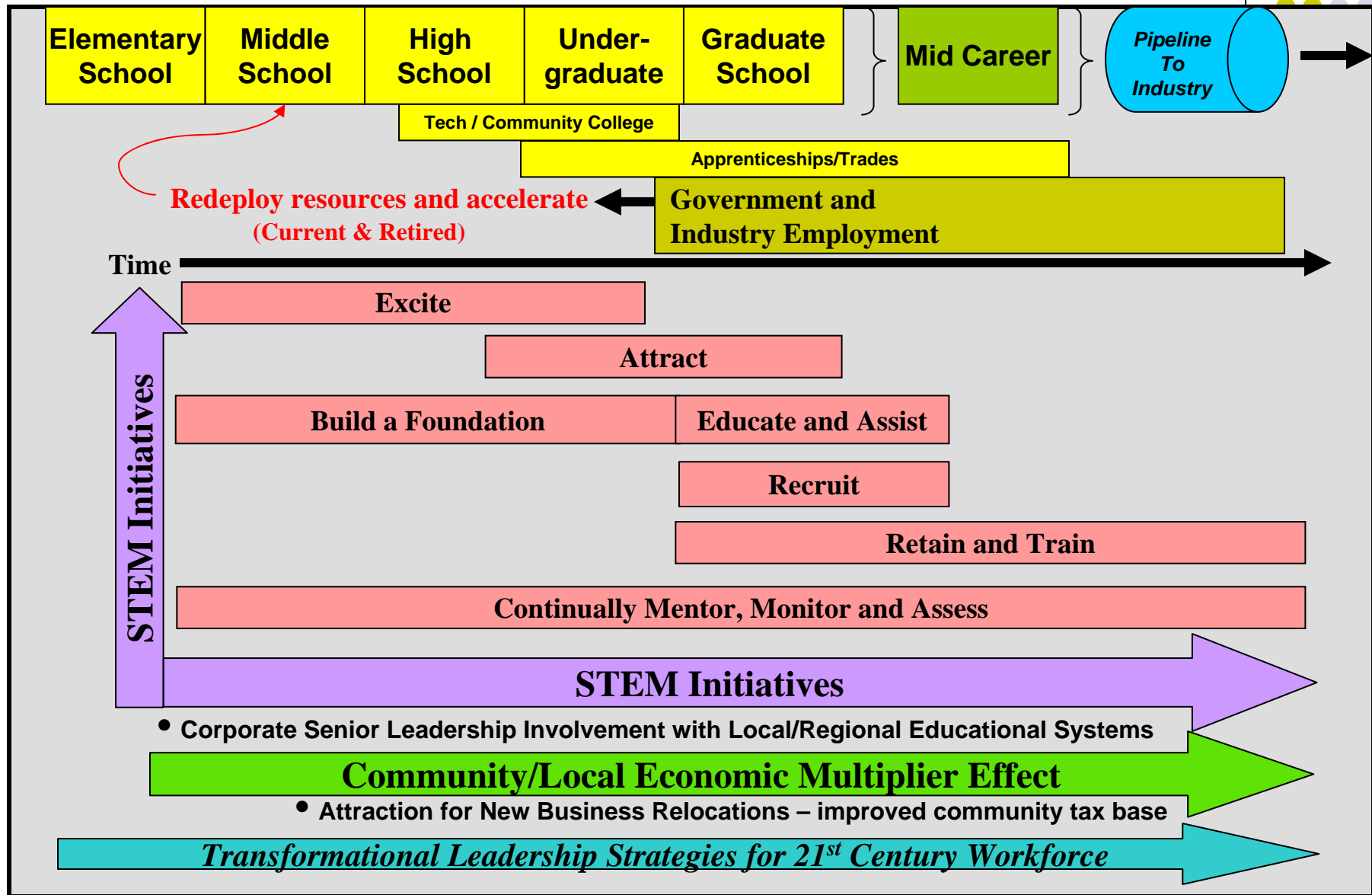


Best Practices

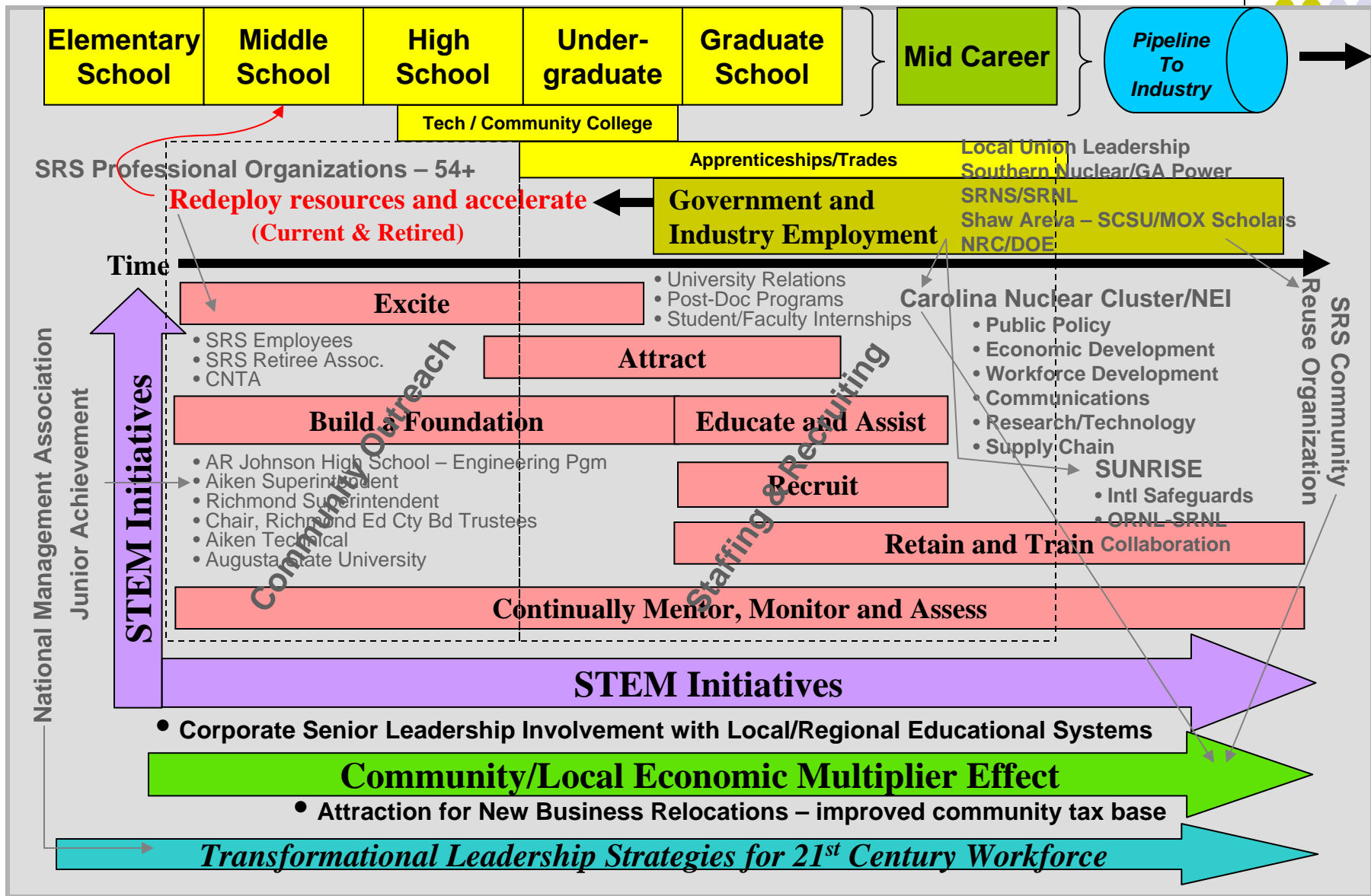
- **GOAL:** Communicate best practices to reinforce *Sustainability of Human Capital – Education & Training Model for Optimizing Efforts*
 - Populate *Sustainability of Human Capital Model* with best practices
 - Post Initial Contact and Best Practice Matrix on EFCOG Website

Integrate Best Practices in Strategic Model for Optimizing Human Capital Pipeline – Benchmark with National Defense Industrial Association

Sustainability of Human Capital - Education & Training Model for *Optimizing Efforts*



Sustainability of Human Capital - Education & Training Model for *Optimizing Efforts*





Plans for 2009

- **Strategic Focus on Critical Skills and DOE HR Policy - Acquisition Management Actions and HSS-Sponsored Study on M&O HC Productivity**
- **Build DOE M&O Branding Message and Communicate Best Practices**
- **Expand Collaboration & Outreach Activities**
 - Internal DOE
 - Office of Management Administration
 - Office of Defense Programs – Office of Transformation
 - Office of Health, Safety & Security
 - Office of Nuclear Materials Management Integration
 - Office of Nuclear Energy
 - External with DOE Sponsorship
 - University of Maryland via HS
 - National Academy of Public Administration via HS
 - National Defense Industrial Association via NNSA
 - ✓ UK Nuclear Decommissioning Authority via EM

Critical Skills Roll-up at Secretarial Level – HSS M&O HC Productivity Study – HR Policy/Acquisition Strategy – Key 2009 Deliverables



What's Needed from Sector

- Active EFCOG Technical Representatives with Core DOE Programs
 - Sustainable
 - Sustainable but Changing
 - Not Sustainable
 - New Energy Missions TBD
- Core DOE Program Representatives
 - Policy Direction
 - Policy Integration with New HR Acquisition Strategies

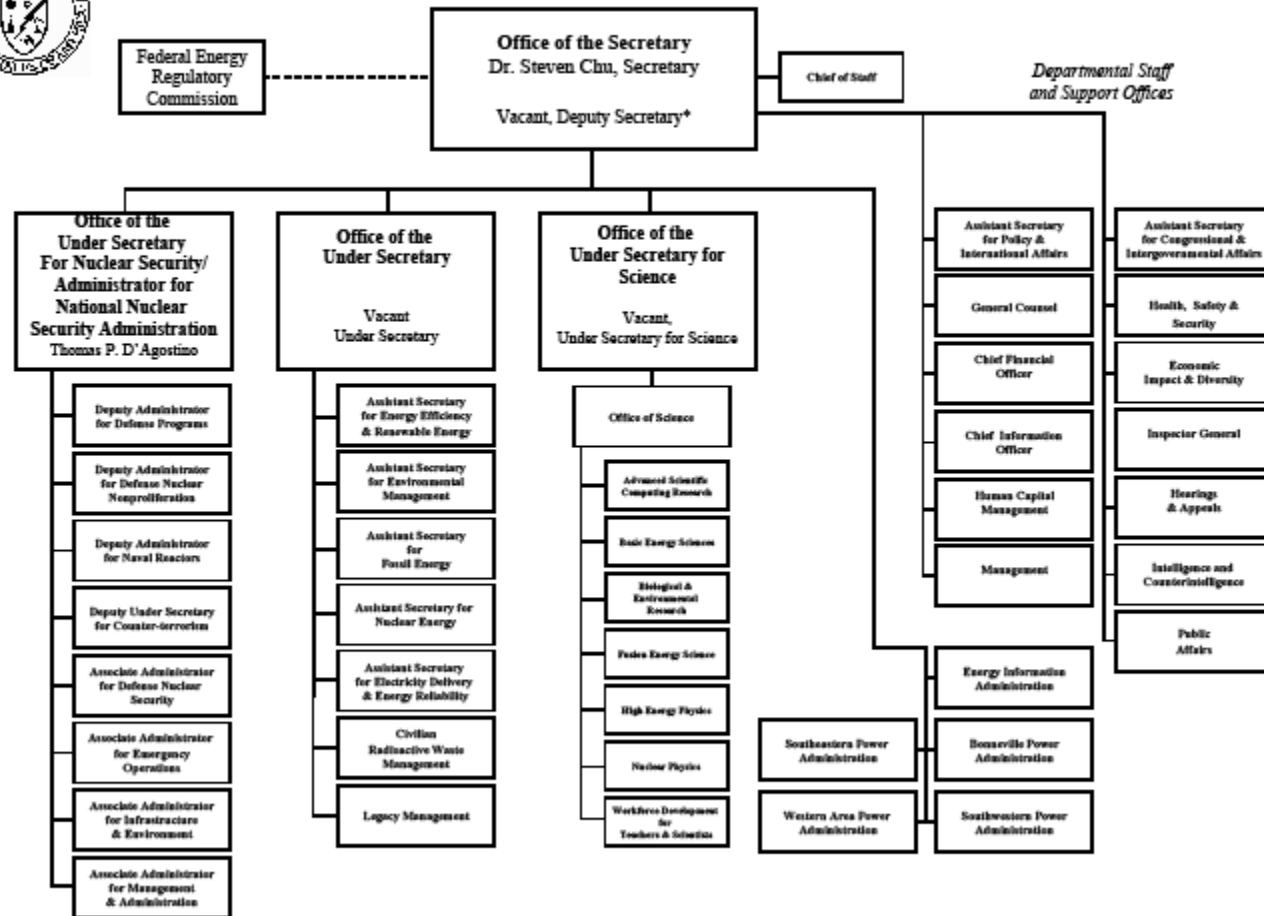
EFCOG Member	DOE Program	Critical Skills	Essential Skills
Contract 1	Office of A	Function Degree/ Certificate	Function Degree/ Certificate
Contract 2	Office of B	Function Degree/ Certificate	Function Degree/ Certificate
M&O Aggregate	Sustained DOE Programs	Total Aggregate	Total Aggregate
EFCOG HCWG FOCUS			
Strategic M&O HC to Sustain Performance for the Enterprise			
Risks to Sustainable Performance			
Support Secretarial Policy Decisions			

Challenge: Characterize & Institutionalize M&O HC Acquisition Strategy, Knowledge Management & Branding within 9 Years

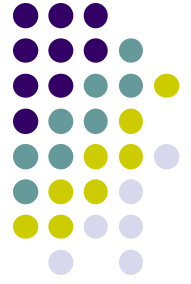
DOE Offices



DEPARTMENT OF ENERGY



* The Deputy Secretary also serves as the Chief Operating Officer



Special Acknowledgement

- New EFCOG Senior Sponsor
 - Bill Gallo – President, AREVA Federal Services LLC
- Special “*Thanks*” to Former Sponsor
 - Tom Stevens for his executive leadership and wise counsel in getting the Human Capital initiative up and running and to his long-term service to the EFCOG community!

QUESTIONS & COMMENTS

