

# Management System Description: Human Resources

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## 1.0 Purpose

The purpose of this Management System (MS) is to provide the Office of Human Resources (OHR) services and develop the organizational capacity so that a fully qualified, technically competent, diverse workforce is in place to meet the current and future Environmental Management Consolidated Business Center (EMCBC) mission. OHR services comprise “cradle-to-grave” support to EMCBC and serviced sites’ managers and employees while complying with Federal and state laws and regulations, and/or guidelines. Developing organizational capacity includes providing leadership and forming partnerships with leaders and managers to integrate building succession and future competencies into program and strategic plans.

## 2.0 Responsibilities

The table below represents roles and responsibilities specific to this Management System. For a detailed description of CBC MS roles and responsibilities, please see the CBC MS FRA.

| <b>Roles</b>                                     | <b>Responsibilities</b>   |
|--|---|
| U.S. Office of Personnel Management (OPM)        | <ul style="list-style-type: none"> <li>• Provides advisory services as requested to clarify new or existing programs.</li> <li>• Delegates authorities as appropriate and performs related audit and assessment functions in accordance with established laws and regulations.</li> <li>• Designs and develops new programs and initiatives as provided by legislative action.</li> </ul> |
| Environmental Management Office of Human Capital | <ul style="list-style-type: none"> <li>• Provides advisory services as requested to clarify new or existing programs.</li> <li>• Delegates authorities as appropriate and performs related audit and assessment functions in accordance with established laws and regulations.</li> <li>• Designs and develops new programs and initiatives as provided by legislative action.</li> </ul> |

| Roles   | Responsibilities  |
|---|---|
| Assistant Director, EMCBC Office of Human Resources | <ul style="list-style-type: none"> <li>• Establishes overall EMCBC vision and goals for human capital management.</li> <li>• Establishes a clear set of integrated roles, responsibilities, accountabilities, and authorities for services provided to EMCBC organizations and supported sites.</li> <li>• Resolves OHR MS policy issues with other program organizations.</li> <li>• Authorizes use of HR flexibilities in accordance with delegated authorities.</li> <li>• Establishes and implements workforce plans for the organization.</li> <li>• Implement actions and manage the organizations within HR policies and requirements.</li> <li>• Communicates HR expectations and requirements to the organization.</li> <li>• Implement actions and manage their respective organizations to ensure achievement of the HR vision and mission.</li> </ul> |

**3.0 Management System Operation**

**3.1 Overview**

The OHR Management System provides consistent guidelines for human capital policies, programs, and practices across EM. This system supports employee and management needs through the web-based EMCBC/MS.

The OHR Management System has nine crosscutting processes: (1) Planning; (2) Performance Management; (3) Employee Relations; (4) Employee Benefits and Work/Life; (5) Staffing and Classification; (6) Employee Development and Training; (7) Communications/Outreach; (8) Executive Services; and (9) Human Resources Information Systems (HRIS)

**3.2 Key Functions/Services and Processes**

**3.2.1 Planning and Accountability**

The Planning component of the Office of Human Resources Management System ensures that as part of Human Capital Management, an effective organization design filled with highly skilled and motivated employees, is aligned and structured to meet the Vision, future Mission, current needs and continuity of the organization. This dynamic process incorporates a thorough understanding of organizational and employee development, skill requirements, and program

lifecycle in a “cradle-to-grave” type concept to insure EMCBC and its serviced sites are equipped to face future challenges.

- Development of a flexible and highly skilled workforce through the use of workforce planning to determine resource needs in addition to specialized applications.
- Employment of succession management to assess staff resource life cycles in relation to mission performance, thereby enabling organizational continuity and corporate knowledge transfer.
- Workforce design and skills assessment to bridge the gap between current and future skills mix in concert with future mission needs.
- Development of the organization structure for effective operations to meet current roles and responsibilities as well as future mission requirements.
- Researching programs and issues relevant to organizational performance and employee growth and productivity.

### **3.2.2 Performance Management**

Performance Management encompasses implementation of managerial/supervisory and nonsupervisory performance management processes and effectively administering incentive and performance award programs. The following services are provided through this component:

- Guidance to managers, supervisors, and employees on their roles and responsibilities in performance management.
- The framework to identify expectations and develop performance plans tied to strategic plans, mission objectives, and/or organizational goals.
- Assurance that formalized progress reviews and final ratings are accomplished within established time frames.
- Guidance to managers and supervisors in addressing performance issues.
- Guidance to supervisors, managers and employees regarding the performance and incentive awards programs.

### **3.2.3 Employee Relations**

The Employee Relations (ER) program provides guidance, consultation, and assistance to supervisors and employees regarding options for addressing employee conduct and performance deficiencies, grievances and appeals, workforce discipline, and adverse actions.

- Assists employees with work-related issues, concerns, and grievances.
- Assists supervisors and managers in resolving work related issues and concerns.
- Interprets HR policies and procedures and recommends modifications when appropriate.
- Provides supervisors and managers with guidance on the delivery of disciplinary and adverse actions that ensures actions are consistent with Federal regulations, DOE policy, past practices, and circumstances involved.

### **3.2.4 Employee Benefits and Work/Life**

Employee Benefits and Work/Life administration provides mechanisms to assist employees and managers in designing, selecting and participating in programs which address their personal needs and supports the organizations ability to attract and retain a high performing workforce. This includes:

- Counseling Employees on Health Benefits, Life Insurance, Thrift Savings Plan, Retirement
- Processing Death Benefit Claims
- DOE-Flex Programs
  - Telecommuting
  - Alternative Work Schedules
- Leave Administration
- Family Friendly Programs
- Voluntary Leave Transfer Program
- Family Medical Leave Act, Employee Assistance Program, Office of Workers' Compensation Programs
- Federal Occupational Health/Wellness Programs/Health Fairs

### **3.2.5 Staffing and Classification**

- Use of appropriate HR flexibilities to match mission requirements with workforce capacity (e.g., internships, details, excepted service appointments, support services).
- Use of job design/classification to appropriately plan and design the organization positions to meet current and future mission requirements.
- Staffing and recruitment.
- Writing Position Descriptions and Evaluations.
- Drafting and Posting Vacancy Announcements and Conducting Recruitments.
- Provide information to employees on HR requirements, guidelines, processes, and resources.
- Provide new and current employees information on DOE Benefits and Work/Life activities.
- Provide current and historical staffing information to management, employees, and outside entities.
- Prepare ad hoc and standard reports in support of management processes and activities.
- Support staffing, recruitment and employee development through communication of position vacancies, and training and developmental opportunities.
- Provide interface with external groups or individuals to support staffing and recruitment.

### **3.2.6 Employee Development and Training**

Employee Development and Training provides information to assist supervisors and managers in ensuring that EMCBC employees are technically competent and proficient in the execution of assigned duties.

- Implement DOE qualification/certification programs, and facilitate employees' completion of requirements.
- Coordinate participation in supervisory development programs for current and potential supervisors, managers, and team leaders.
- Facilitate employee participation in formal career development programs.
- Support structured and unstructured organizational learning opportunities through Individual Development Plans (IDPs) aligned with mission objectives.
- Assure training requirements are met, consistent with DOE requirements.

### **3.2.7 Communications/Outreach**

The purpose of communications and outreach is to provide information to employees and to the general public related to and in support of the OHR MS functions listed above. Communications includes Web sites, email, memorandums, formal announcements, presentations, newsletter articles, and personal interactions. Formal HR Information Systems are identified in Section 3.2.9, "Human Resources Information Systems," below. Functions include:

- Provide information to employees on HR requirements, guidelines, processes, and resources.
- Provide new and current employees information on DOE Employee Benefits and Work/Life activities.
- Provide current and historical staffing information to management, employees, and outside entities.
- Prepare ad hoc and standard reports in support of management processes and activities.
- Support staffing, recruitment and employee development through communication of position vacancies, and training and developmental opportunities.
- Provide interface with external groups or individuals to support staffing and recruitment.

### **3.2.8 Executive Services**

Provides services and programs for Senior Executive Service (SES) members to ensure that the organization attracts and retains highly competent and effective leaders. This is accomplished through:

- Writing Position Descriptions and Evaluations.
- Drafting and Posting Vacancy Announcements and conducting recruitments.
- Coordinating SES documents for review by HQ, Executive Review Board, Performance Review Board, and Qualifications Review Board.
- Advising SES members on employment and benefits issues.
- Coordinating performance plan development and implementation.

### **3.2.9 Human Resources Information Systems**

Human Resources Information Systems (HRIS) including electronic systems, automated processes, and the internet are used to communicate with audiences, both internal and external to EM, in support of the EM mission and goals. These automated systems include:

- Corporate Human Resources Information System (CHRIS):
  - request staffing actions through HR Workflow
  - access individual electronic employment and training records through Employee Self Service (ESS)
  - project training needs through individual development plans
  - administer and record individual training attendance through Training Workflow
  - access time and attendance reports (ATAAPS)
- Access to USAJobs for information about employment opportunities.
- Utilize DOE Info as a data warehouse for reporting demographic and statistical information.
- Publish notices and announcements, employment information, details of corporate initiatives, etc., through Internet and intranet sites.

## 4.0 Requirements

### 4.1 Primary Responsibility

This Management System has primary responsibility for ("owns") the following requirements:

| Document                             | Title  |
|--------------------------------------|--|
| <a href="#">5 CFR 335</a>            | Promotion and Internal Placement                         |
| <a href="#">5 CFR 430</a>            | Performance Management                                   |
| <a href="#">5 CFR 432</a>            | Performance Based Reduction in Grade and Removal Actions |
| <a href="#">5 CFR 630, Subpart I</a> | Voluntary Leave Transfer Program                         |
| <a href="#">5 CFR 771</a>            | Agency Administrative Grievance System                   |
| <a href="#">5 CFR 300</a>            | Employment (General)                                     |
| <a href="#">48 CFR 923.570</a>       | Workplace Substance Abuse Programs At DOE Sites          |
| <a href="#">DOE P 111.1</a>          | Departmental Organization Management System              |
| <a href="#">DOE N 314.1</a>          | DOE-FLEX: DOE'S Telework Program                         |
| <a href="#">DOE O 321.1</a>          | Employment Of Experts And Consultants                    |
| <a href="#">DOE M 321.1-1</a>        | Intergovernmental Personnel Act Assignments              |
| <a href="#">DOE O 322.1C</a>         | Pay and Leave Administration and Hours of Duty           |

|   |  |
|---|--|
| <a href="#">DOE O 327.1</a>   | Furlough Or Reduction In Force In The Senior Executive Service   |
| <a href="#">DOE O 328.1</a>   | Human Capital Management Accountability Program  |
| <a href="#">DOE O 329.1</a>   | Excepted Service Authorities for EJ and EK Pay Plans   |
| <a href="#">DOE O 331.1C, Admin. Change 1</a>                                   | Employee Performance Management and Recognition Program  |
| <a href="#">DOE O 341.1A</a>  | Federal Employment Health Services   |
| <a href="#">DOE O 342.1</a>   | Grievance Policy And Procedures  |
| <a href="#">DOE O 360.1C</a>  | Federal Employee Training  |
| <a href="#">DOE O 426.1, Change 1</a>   | Federal Technical Capability   |
| <a href="#">DOE O 442.1A</a>  | Department Of Energy Employee Concerns Program   |
| <a href="#">DOE O 442.2</a>   | Differing Professional Opinions for Technical Issues Involving Environment, Safety and Health  |
| <a href="#">DOE O 3731.1, Change 1</a>  | Suitability, Position Sensitivity Designations, And Related Personnel Matters  |
| <a href="#">DOE O 3750.1, Change 6</a>  | Work Force Discipline  |
| <a href="#">DOE O 3792.3, Change 1</a>  | Drug-Free Federal Workplace Testing Implementation Program   |
| <a href="#">E.O. 5396 DOE Delegation Order No. 00-006.00A</a>                   | Special Leaves of Absence to be Given Disabled Veterans in Need of Medical Treatment DOE Delegation Order to the Under Secretary for Science |
| <a href="#">E.O. 12564EEOC-Management Directive MD-110</a>                      | Drug-Free Federal Workplace Federal Sector Complaints Processing Manual  |
| <a href="#">Human Capital Assessment and Accountability Framework E.O. 5396</a> | Human Capital Assessment and Accountability Framework Special Leaves of Absence to be Given Disabled Veterans in Need of Medical Treatment   |
| <a href="#">E.O. 12564</a>  | 2010 Drug-Free Federal Workplace   |

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|--|---|
| <a href="#">Memo Poneman (10/06/2010)</a><br><a href="#">Human Capital Assessment and Accountability Framework</a> | Memorandum from Daniel B. Poneman, Deputy Secretary of Energy, to Heads of All Departmental Elements and Human Resources Directors, subject, Improving DOE Recruitment and Hiring Process, dated 10/06/2010 Human Capital Assessment and Accountability Framework |
| <a href="#">5 U.S.C., Chapter 81</a><br><a href="#">Memo Kane (10/07/2010)</a>                                     | Federal Employees Compensation Act Memorandum from Michael C. Kane, Chief Human Capital Officer, to Heads of All Departmental Elements and Human Resources Directors, subject, Improving DOE Recruitment and Hiring Process, dated 10/07/2010                     |
| <a href="#">5 U.S.C., Section 552 (As Amended)</a><br><a href="#">Memo Poneman (10/06/2010)</a>                    | Freedom of Information Act Memorandum from Daniel B. Poneman, Deputy Secretary of Energy, to Heads of All Departmental Elements and Human Resources Directors, subject, Improving DOE Recruitment and Hiring Process, dated 10/06/2010                            |
| <a href="#">5 U.S.C., Section 61225</a><br><a href="#">U.S.C., Chapter 81</a>                                      | Flexible Schedules; Agencies Authorized to Use Federal Employees Compensation Act   |
| <a href="#">5 U.S.C., Section 73265</a><br><a href="#">U.S.C., Section 552 (As Amended)</a>                        | Penalties Freedom of Information Act  |
| <a href="#">31 U.S.C., Section 13495</a><br><a href="#">U.S.C., Section 6122</a>                                   | Adverse Personnel Actions Flexible Schedules; Agencies Authorized to Use  |
| <a href="#">5 U.S.C., Section 7326</a>   | Penalties   |
| <a href="#">31 U.S.C., Section 1349</a>  | Adverse Personnel Actions   |

## 4.2 Parsed Responsibility

This Management System is not responsible for a part of the following high-level requirements:

## 5.0 Subject Areas, Program Descriptions, and Guidance Documents

The following Subject Areas are maintained by this Management System:

- [Planning and Accountability](#)
  - Procedure 1. [Complete Workforce and Succession Planning](#)
  - Procedure 2. [Auditing](#)

- [Performance Management](#)
  - Procedure 1. [Implementing a Senior Executive Service \(SES\) Performance Plan in ePerformance](#)
  - Procedure 2. [Implementing a Performance Plan for Supervisory and Non-Supervisory Employees in ePerformance](#)
- [Employee Relations](#)
  - Procedure 1. [Implementing Workforce Discipline Action – Reprimand](#)
  - Procedure 2. [Implementing Workforce Discipline Action – Less Than 14-Day Suspension](#)
  - Procedure 3. [Implementing Workforce Discipline Action – Greater Than 14-Day Suspension to Removal](#)
  - Procedure 4. [Implementing the Administrative Grievance Process](#)
- [Employee Benefits and Quality of Work Life](#)
  - Procedure 1. [Enrolling in Benefits](#)
  - Procedure 2. [Entering into a Telework Agreement](#)
  - Procedure 3. [Administering Worker's Compensation](#)
  - Procedure 4. [Administering Leave](#)
  - Procedure 5. [Requesting an Alternate Work Schedule \(AWS\)](#)
  - Procedure 6. [Completing the Retirement Process](#)
- [Staffing and Classification](#)
  - Procedure 1. [Merit Promotion](#)
  - Procedure 2. [Developing Position Descriptions](#)
  - Procedure 3. [Requesting Position Actions](#)
  - Procedure 4. [Delegated Examining Unit \(DEU\)](#)
- [Employee Development and Training](#)
  - Procedure 1. [Preparing Individual Development Plans](#)
  - Procedure 2. [Processing Training Requests](#)
  - Procedure 3. [Implementing Project Management Career Development Program Certification](#)
  - Procedure 4. [Submitting and Approving Tuition Reimbursement](#)
  - Procedure 5. [Technical Qualification Program PD-361-03, Rev. 1](#)
  - Procedure 6. [Obtaining Technical Qualification Program Certification through the EMCBC](#)

## 6.0 References

| Document                           | Title                      |
|------------------------------------|----------------------------|
| Management System: Human Resources | EMCBC Work Schedule Policy |