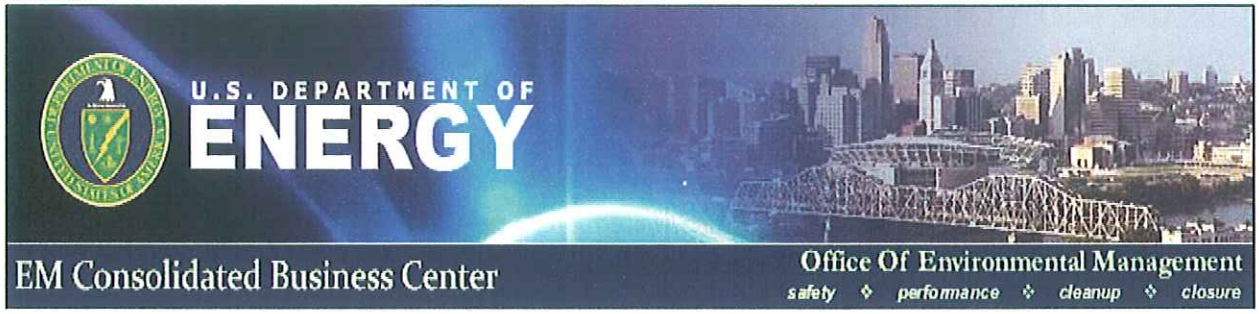


EMCBC AND SMALL SITES

Fiscal Years 2013 - 2018

WORKFORCE AND SUCCESSION PLAN

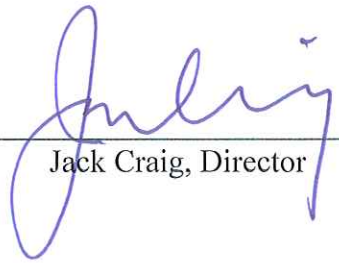
August 31, 2013

MESSAGE FROM THE DIRECTOR

The Environmental Management (EM) Consolidated Business Center (CBC) was established on June 7, 2004, to provide business and technical support services for the EM Program. The functions of the EMCBC are to support the mission of the Office of Environmental Management by ensuring customer sites are provided with required and improved business support needed to execute their mission. The mission of the EMCBC is to provide exemplary business and technical resources to the EM cleanup program and to provide creative solutions to EM business issues. These resources include financial and project management, human capital management, information management, contracting, cost estimating, legal services, logistics, and technical services.

This 5-Year Workforce and Succession Plan is an important tool in planning and decision making with respect to Human Capital resource utilization, particularly in establishing and maintaining a capable, technically competent, and diverse workforce necessary both now and in the future to support the accomplishment of the EMCBC mission.

My goal is to ensure that the delivery of products and services to our customers is accomplished in a timely and effective manner in accordance with EM's strategic goals and objectives. Our commitment is to deliver the best value products and services to our customers through sound management, innovation, and teamwork.



Jack Craig, Director

8/19/13

Date

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THE WORKFORCE PLAN 2013 – 2018

1. INTRODUCTION

The mission of EM is to complete the safe cleanup of the environmental legacy brought about from 5 decades of nuclear weapons development and government-sponsored nuclear energy research.

The EM program has made significant philosophical progress in the past 4 years in shifting from risk management to mission completion based on reducing risk and environmental liability. As an established operating cleanup, completion and risk reduction program, EM is demonstrating the importance of remaining steadfast to operating principles while staying focused on the mission. Substantial progress has been made in nearly every area of nuclear waste cleanup and as of September 2012, cleanup has been completed at 90 of the 107 sites across the country.

The mission of the EMCBC is to provide exemplary business and technical resources to the EM cleanup program. These resources include financial, cost estimating, project management, human resources management, information resources management, contracting, legal services, and technical support and asset management services. Technical and subject-matter expertise in the accelerated risk reduction and cleanup mission of EM is provided through the management of meeting site closure requirements. The EM Closure Cadre, assigned to the EMCBC, Office of Technical Support and Asset Management Division, currently consists of 8 authorized positions. The Cadre consists of individuals who perform specialized functions that support numerous closure projects across the EM complex. Six Closure Cadre employees are now deployed on assignments to different EM sites.

The Fiscal Year (FY) 2013 – 2018 Department of Energy (DOE) EMCBC 5-Year Workforce Management Plan, henceforth referred to as the "Plan," is the tool the EMCBC and Small Site leadership will use in managing its human capital resources. The purpose of the Plan is to ensure that the EMCBC and Small Sites have "the right people in the right jobs at the right time." EMCBC and Small Sites must conduct workforce planning to identify the skills and resources needed to ensure the successful completion of the work activities defined in its mission.

The Plan is intended to establish a workforce baseline for the EMCBC and Small Sites, and a framework for recruiting and maintaining critical technical and non-technical skills, balancing workforce diversity, and developing a skills pipeline. The Plan identifies staffing and workforce capabilities needed for continued operation of the EMCBC and Small Sites during the period FY2013 through FY2018. It focuses on the EMCBC mission and potential changes thereto; expected changes in resource requirements, including levels and types of competencies as well as on enhancement of organizational performance. Identifying strategies to address expected skills gaps in the key professional and administrative occupations is particularly important.

The Plan establishes challenging objectives for EMCBC and Small Site leadership to manage the workforce creatively and efficiently preserving competence, maintaining diversity, and accomplishing the objectives identified in the EM Five Year Plan. This Plan supports and implements workforce-related strategies and/or objectives found in the following:

- President's Management Agenda
- DOE Human Capital Strategic Plan 2011 - 2015
- DOE Diversity Inclusion Strategic Plan 2012 - 2015
- EM Five Year Plan
- EM Human Capital Management Plan
- EM Human Capital Assessment and Accountability Framework
- FY13 Annual Performance Agreement – Office of Environmental Management
- Memorandum from Melody Bell, Acting Deputy Assistant Secretary for Human Capital and Corporate Services, dated April 26, 2013, Development of Environmental Management Fiscal Year 2013 Workforce Analysis and Plans and 2013 – 2017 Succession Plans
- EMCBC Strategic Plan 2011-2016

2. PRODUCTS AND SERVICES

In early 2012 EM was reorganized resulting in the realignment of reporting lines of the Small Sites into EMCBC. The effect was to expand products and services to include workforce activities specific to site closure.

As mentioned previously, EMCBC products and services continue to include business and technical resources including financial, cost estimating, project management, human resources management, information resources management, contracting, legal services, and technical support and asset management services. Technical and subject-matter expertise in the accelerated risk reduction and cleanup mission of EM is provided through the management of meeting site closure requirements.

The West Valley Demonstration Project is a unique operation within the Department of Energy and the largest of the Small sites under EMCBC. It came into being through the West Valley Demonstration Project Act of 1980. The Act requires that the Department is responsible for solidifying the high-level waste, disposing of waste created by the solidification, and decommissioning the facilities used in the process. The land and facilities are not owned by the Department. Rather, the project premises are the property of the New York State Energy Research and Development Authority (NYSERDA) and represents only 200 acres of the larger Western New York Service Center, which is approximately 3,300 acres, also owned by NYSERDA. After DOE's responsibilities under the Act are complete, the Act requires that the premises be returned to New York State. Until that time, the Act requires New York State to pay 10 percent of the Project costs, and the Department pays the remaining 90 percent.

In addition to the West Valley Demonstration Project (WVDP) in western New York, other sites included under the EMCBC umbrella are the Brookhaven National Laboratory (BNL) in Upton, NY; the Separations Process Research Unit (SPRU) in Niskayuna, NY; the Moab Project, Moab, Utah; SLAC National Accelerator Laboratory, Menlo Park, CA; and The Energy Technology Engineering Center (ETEC), Los Angeles, CA.

EMCBC also provides business and technical services to the Carlsbad Field Office (CBFO), Carlsbad, NM; Portsmouth/Paducah Project Office (PPPO), Lexington, KY; and other sites on an intermittent basis.

Small Sites Closure Status

The Department of Energy established the Office of Environmental Management for the purpose of completing the safe cleanup of the environmental legacy brought about from five decades of nuclear weapons development and government-sponsored nuclear energy research. Ultimately, the small sites now under the EMCBC umbrella will be

decontaminated, cleaned, and dispositioned. The status of these projects is listed as follows:

- ***The Energy Technology Engineering Center*** (ETEC) – A broad range of energy-related research, testing and development projects have been conducted at Area IV (ETEC). From the 1950s until the late 1980s these activities conducted for the DOE by Atomics International (AI) included nuclear energy development. Phasing out nuclear operations began during the mid-1960s. By 1980 all nuclear reactor operations in Area IV had ceased. The approved project completion date is 2020.

- ***Brookhaven National Laboratory*** (BNL) - The Brookhaven National Laboratory (BNL) was established in 1947 by the Atomic Energy Commission (AEC) (predecessor to U.S. Department of Energy [DOE]). Formerly Camp Upton, a U.S. Army installation site, Brookhaven is located on 5,263-acre site on Long Island in Upton, New York, approximately 60 miles east of New York City.

  Historically, BNL was involved in the construction of accelerators and research reactors such as the Cosmotron, the High Flux Beam Reactor (HFBR) and the Brookhaven Graphite Research Reactor (BGRR). These accelerators and reactors lead the way in high-energy physics experiments and subsequent discoveries.

  To complete the EM BNL mission the following must be completed, all required groundwater treatment plants need to be built and operating; cleanup of soil and the Peconic River; decontamination and decommissioning of the BGRR and HFBR; off-site disposal of all wastes and an effective Long Term Environmental Operations, Safety and Security program is underway.

  EM activities will be transitioned to the Office of Science on October 1, 2013. EM is responsible for the demolition of the B750 stack at Brookhaven by 2020. The work is planned for FY17, 18, and 19. BNL - the FY15 Budget Formulation submittal shows the physical completion of the Old Town Demolition work in FY 2018. Closeout administration may not be complete until FY 2019.

- ***SLAC National Accelerator Laboratory*** - The mission of the SLAC SFA program is to contribute enduring, fundamental scientific knowledge about molecular-scale biogeochemical processes that control the stability and rates of subsurface contaminants and underpin modern remediation science. A major focus of this effort is to understand factors controlling the long-term success of simulated uranium reduction. Research conducted by this project will lead to enhanced remediation of subsurface uranium contamination, accelerated clean-up

and closure of contaminated sites, and to increased public and regulatory acceptance of pathways to site closure. This research program will also help to preserve and protect critical water supplies that are under escalating threat from climate change.

The EM Transition to the Office of Science (SC) is expected to occur on October 1, 2013. However, some EM activities will continue into the middle or end of FY14. These activities include development of the West SLAC Operable Unit Remedial Investigation Report (RIR), currently due in October 2013, and the West SLAC Baseline Risk Assessment, due 194 days after the West SLAC RIR is approved. Additionally, EM is responsible for the SLC Tunnels D&D at a future date yet to be determined.

- ***Moab*** – The scope of the Moab UMTRA Project is to relocate mill tailings and other contaminated materials from a former uranium-ore processing facility (millsite) and from off-site properties known as vicinity properties in Moab, Utah, to an engineered disposal cell constructed near Crescent Junction, Utah. The scope also includes active remediation of ground water at the millsite.

  The Crescent Junction site is located northeast of the eastern junction of Interstate Highway 70 and U.S. Highway 191, approximately 30 miles north of the Moab site. This location was selected primarily because of its ideal geological setting.

  Through a series of temporary withdrawals of public domain land and a permanent land transfer by the Department of the Interior, DOE currently owns 500 acres of land and has another 936 acres in a 20-year withdrawal for the disposal cell and surrounding buffer area, the support area, and access road. The permanent transfer area will be fenced when the cell is completed.

  At the Crescent Junction site, the containers carrying tailings are unloaded from the train onto trucks that take them to the disposal cell dumping area. The tailings are dumped through end gates in the containers and placed in the cell in 1-foot lifts to meet compaction specifications. The empty containers are reloaded onto railcars and returned to the Moab site.

  Project physical completion is planned for Sept 30, 2025 (FY25). The site will transfer to LM Oct 1, 2025 (FY26).

- ***Separations Process Research Unit*** (SPRU) - The Separations Process Research Unit (SPRU) is located at the Knolls Atomic Power Laboratory (KAPL) in Niskayuna, New York. SPRU was built between 1947 and 1949 and was operated

for the Government by General Electric for three years. It was used as a pilot plant to research the chemical process for plutonium extraction. After SPRU shut down in 1953, the processing equipment was flushed and drained and waste disposed off-site. SPRU was then maintained by the Office of Naval Reactors, which owns the KAPL site. Built in the 1940s, the buildings supported the SPRU mission to research the chemical process to extract plutonium from irradiated materials. Although equipment was flushed and drained, and bulk waste was removed following the shutdown of the facilities in 1953, residual materials are present in the tanks, buildings H2 and G2 and interconnecting pipe tunnels.

The Project end date is 9/30/2015.

- The ***West Valley Demonstration Project*** (WVDP) - The Project end date is FY2040. The transportation of the HLW canisters and all TRU Waste will still be on-site at that point and the liability is carried at HQ for this scope. The current contract (CHBWV) is scheduled to be completed April 2019.

For each step in the complex process of decontamination, cleanup and closeout, the Consolidated Business Center (CBC) provides a variety of support services ranging from business to technical which fluctuate based on each site's stage in the process.

In the past year EMCBC began its collaboration with the ***Lawrence Berkeley National Laboratories*** (LBNL) in Livermore, CA. The Laboratory was established in 1952 at the height of the Cold War to meet urgent national security needs by advancing nuclear weapons science and technology. Renowned physicists E.O. Lawrence and Edward Teller argued for the creation of a second laboratory to augment the efforts of the laboratory at Los Alamos.

At his laboratory on the Berkeley campus of the University of California, Lawrence had created the model of how large-scale science should be pursued — through multidisciplinary team efforts. Activities began at Livermore under the aegis of the University of California with a commitment by its first director, Herbert York, to follow Lawrence's team-science approach and be a "new ideas" laboratory.

Environmental programs begun in the 1960s have led to novel groundwater remediation technologies in use at Superfund sites, models that are contributing to understanding the human impact on global climate change, and the establishment of the National Atmospheric Release Advisory Capability (NARAC) at Livermore. NARAC contributes to emergency response decisions after release of radioactivity or toxic materials, such as the Three Mile Island and Chernobyl events

*(A more detailed listing of products and services may be found in **Attachments A - Products and Services**.)*

3. DEMOGRAPHIC PROFILE

This demographic analysis is based on an inventory of employees assigned to the Cincinnati, OH location, as well as the Springdale, OH, locations and the Small Sites it supports as of May 5, 2013. Such information/data was collected through DOE*Info* which serves as a repository of information relating to the DOE Federal workforce. The inventory provided by DOE*Info* includes full-time and part-time, permanent and non-permanent employees. These employees consist of those assigned to the EMCBC in Cincinnati, Ohio, the West Valley Demonstration Project (WVDP), the Brookhaven National Laboratory (BNL), and the Separations Process Research Unit (SPRU) in New York, the Stanford Linear Accelerator Center (SLAC) and Energy Technology Engineering Center (ETEC) in California, as well as Moab, Utah, and Grand Junction, Colorado. Unless otherwise noted, all Federal-wide data used in the analysis was obtained from *Fedscope* statistics published by the United States Office of Personnel Management (OPM) at http://www.fedscope.opm.gov/.

EMCBC and Small Site Staffing

Staffing levels at the EMCBC and Small Sites continue to be impacted by the Federal budget, fluctuating workloads associated with the EM closure schedule, EM hiring controls, the level of support needed by other EM sites, and an aging workforce. The authorized Full Time Equivalents (FTEs) for the EMCBC for the period from FY 2013 – 2018 (as reflected in the EMCBC FY13/14 Budget Requests) are depicted in the chart below:

FY13	EMCBC	WVDP	MOAB	SPRU	ETEC SLAC	BNL
Authorized	153	18	4	4	4	0
Onboard 5/05/2013	151	17	4	4	4	0

Projected Authorized FTE for EMCBC and Small Sites					
FY13	FY14	FY15	FY16	FY17	FY18
183	183	183	183	183	183

The employee inventory level for the same period during the previous year 2012 was 200 compared to 180 in 2013. The following chart illustrates attrition rates for both CBC and the Small Sites. This decline in the overall number of employees is determined to be a direct result of FTE controls imposed by budget realities. It should be noted that in addition to

these federal employees several critical tasks are performed by contractors not mentioned in these statistics.

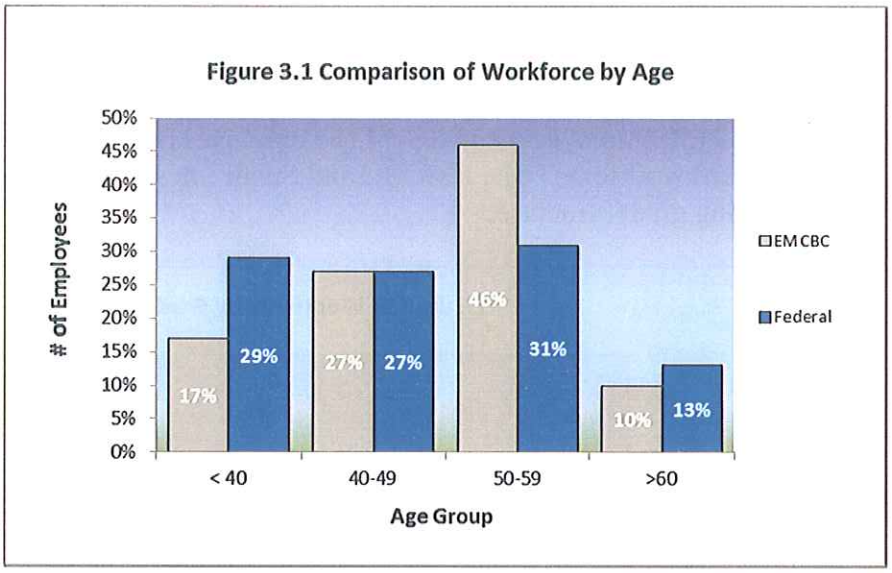
Attrition FY12 -13	Retirement	Transfer	Resignation	Expiration of Appointment	Death	Total
EMCBC	4.20%	1.80%	0.60%	0.60%	0.60%	7.83%
Small Sites	0	0	3.20%	0	0	3.23%

Workforce Profile

As mentioned above, the DOE employee data used in this Plan was obtained from *DOEInfo*, the Corporate DOE employee data repository. As of May 5, 2013, the EMCBC and Small Sites had a total of 180 permanent full-time employees on-board. As general information, the average supervisory-to-employee ratio for CBC alone is 1:7 and 1:6 for Small Sites; and the average General Schedule (GS) grade is 14 for CBC alone and 13 for Small Sites. Other significant profile data is reflected below in both narrative and graph/chart format. As a comparative tool, some of the data is contrasted with Federal-wide statistics.

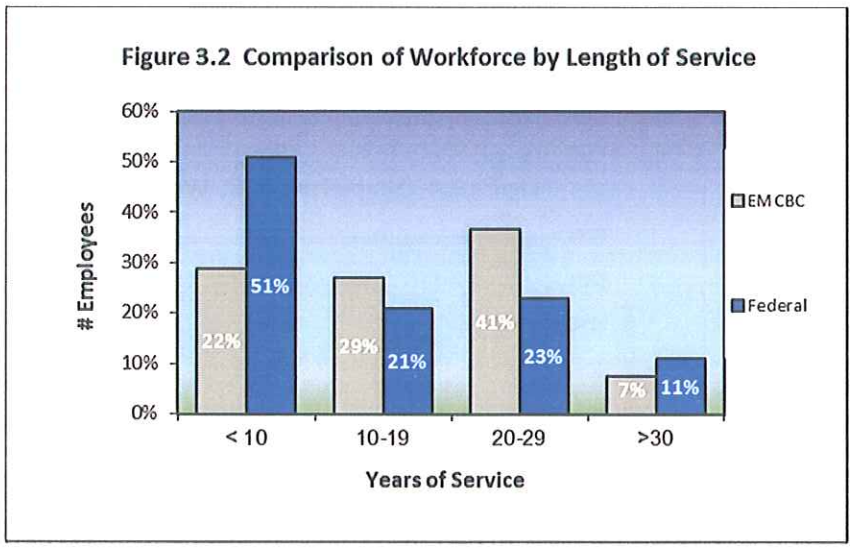
Age

The average age of the combined EMCBC and Small Sites workforce is 51 years old (EMCBC = 49.7, Small Sites = 52.4), as compared to the overall average age for the Federal government, at 47.1 years as cited in Fedscope (this is a shift upward in the last year, again due to reorganization adding older workers and the elimination of programs geared towards hiring younger workers such as the *Environmental Management Professional Development Corp*). As illustrated in Figure 3.1 below, the EMCBC and Small Sites workforce is older than the overall Federal workforce, having higher proportions of workers in their 50's. Fifty-three percent of the EMCBC workforce is age 50 or older, which is greater than the overall Federal workforce, which has 42% age 50 or older.



Length of Service

As depicted in figure 3.2 below, 51% of the Federal workforce has less than 10 years of service as compared to the EMCBC and Small Sites, at 22%. The greatest proportion of EMCBC and Small Sites employees has 20 to 29 years of service.



Grade Level

Figure 3.3 illustrates the grade structure at the EMCBC and Small Sites. Grades GS-13 (50 employees) and GS-14 (60 employees) together comprise 60.7% of the onboard workforce. The EMCBC and Small Sites have 5 positions in non-GS pay banding grade structure.

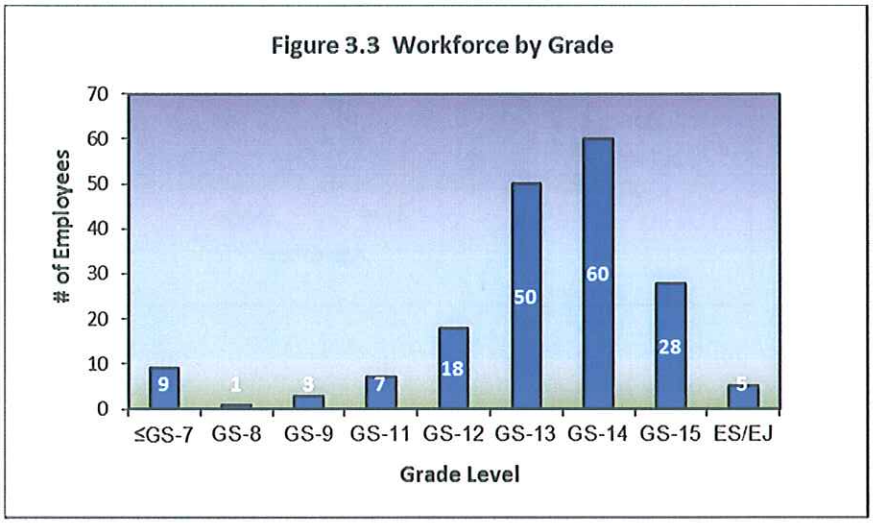
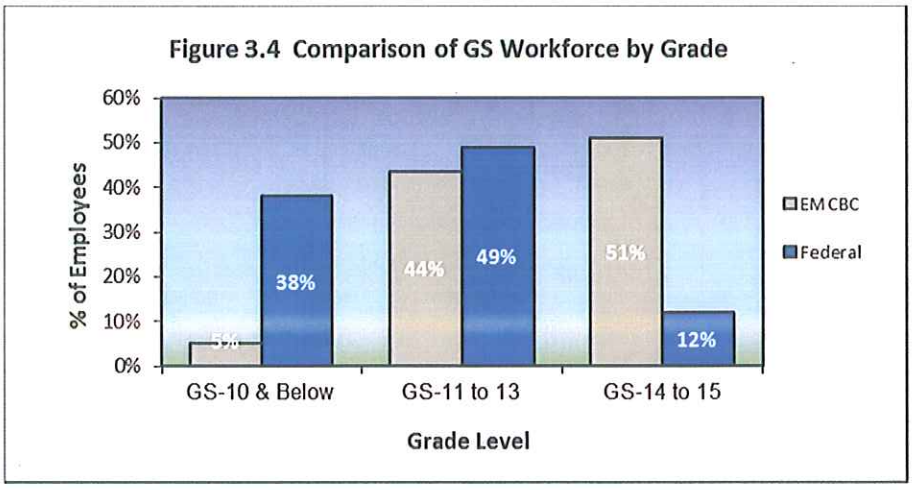
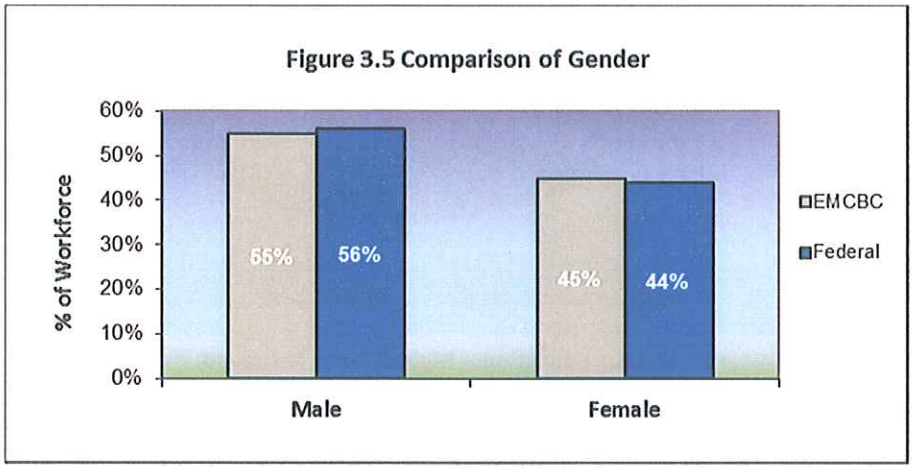


Figure 3.4 below shows that the EMCBC and Small Sites have a higher grade structure for its General Schedule (GS) employees than the overall Federal workforce. Approximately 51% of EMCBC employees hold positions at the GS-14 to 15 levels, compared to the overall Federal workforce, at 12%. This difference reflects the highly specialized work EMCBC and Small Sites employees perform for EM clients.



Gender

According to Figure 3.5, the combined EMCBC and Small Sites workforce is predominantly male at 55% and 45% female reflecting the overall Federal workforce at 56% male and 44% female.



Education

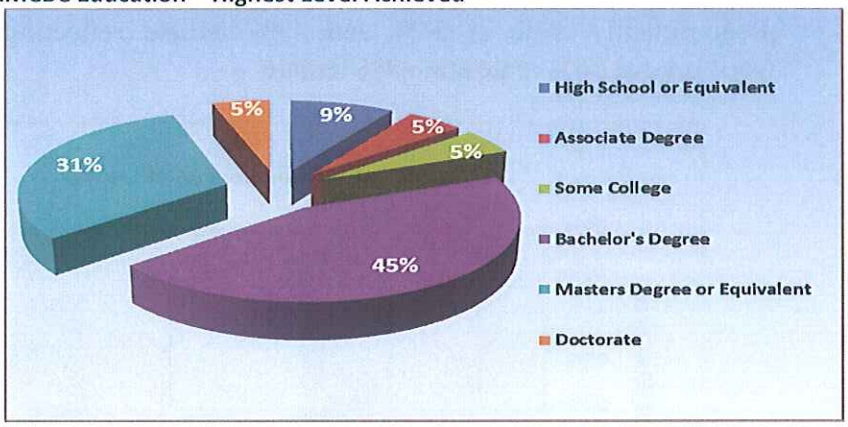
The following charts reflect the higher than average educational levels of EMCBC and Small Sites employees as compared to the federal government. A combined total of 75% of EMCBC and Small Sites employees have Bachelor's degrees or advanced degrees. This is compared to 49% of all federal employees. This higher level of education reflects the level of knowledge required to accomplish the organization's mission.

EDUCATION							
Highest Level Achieved	EMCBC	%	Small Sites	%	Combined	%	All Federal
High School or Equivalent	14	9%	2	7%	16	9%	26%
Associate Degree	8	5%	3	10%	11	6%	6%
Some College	8	5%	0	0	8	4%	15%
Bachelor's Degree	68	45%	12	40%	80	44%	27%
Masters Degree or Equivalent	47	31%	10	33%	57	31%	22%*
Doctorate	2	5%	2	7%	4	2%	N/A*

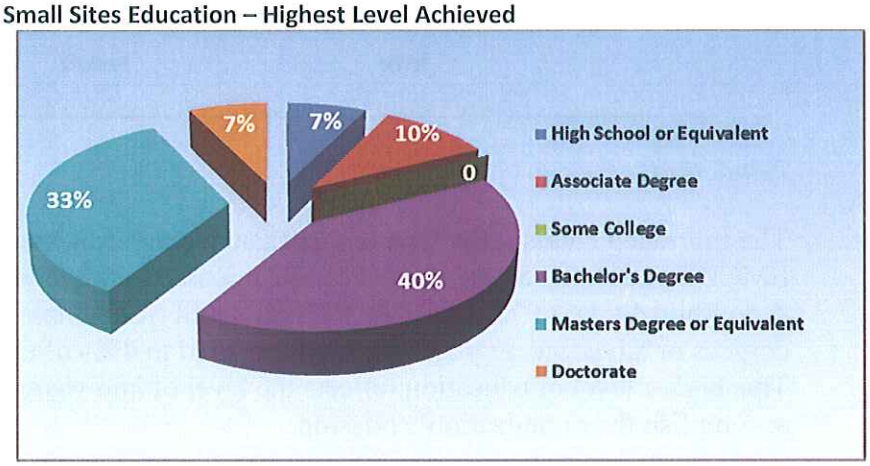
**Statistics for federal workers do not separate Masters and Doctoral Degrees, so the 22% reflects a "combined percentage"*

The following charts depict the breakout between EMCBC and the Small Sites.

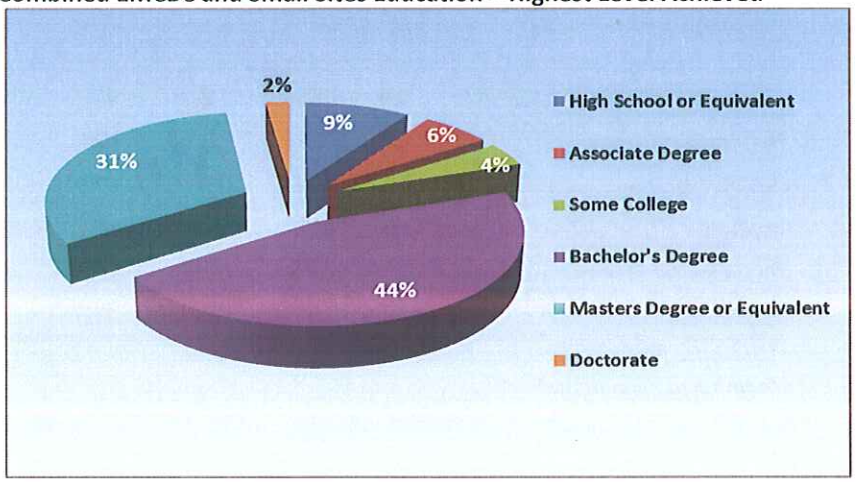
EMCBC Education – Highest Level Achieved



Small Sites Education – Highest Level Achieved



Combined EMCBC and Small Sites Education – Highest Level Achieved



Diversity

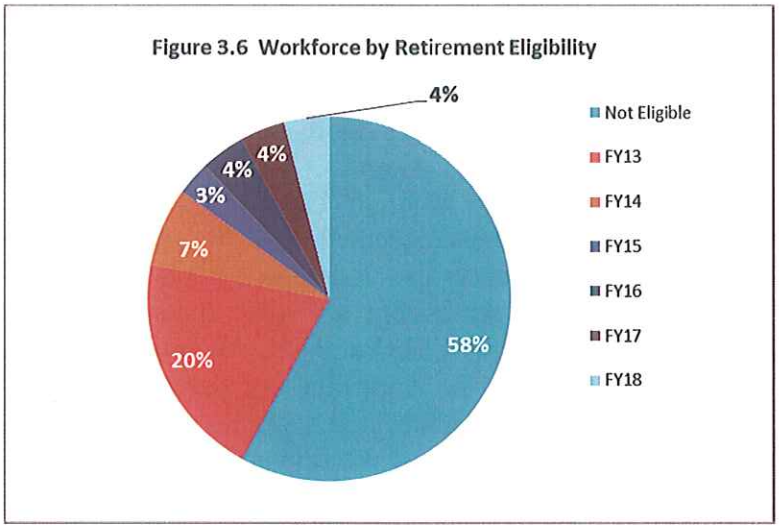
The EMCBC and Small Sites are committed to diversity and inclusion and have made progress in building a highly-skilled workforce that reflects all segments of the American society. Overall, African Americans are represented at 14.3%, which is above the Civilian Labor Force Data (CLFD) compared at 10%, Hispanics are underrepresented at 1.9% compared to the CLFD at 13.6%, Asian/Pacific Islanders are underrepresented at 2.5% compared to the CLFD at 4.3%, and Native Americans are represented within the margin (i.e. +/- 2%) at 0.9% compared to the CLFD at 0.6%. Women are within the margin (i.e. +/- 2%) at 45% of the onboard workforce compared to the CLFD at 46%, and persons with disabilities are represented at 9.2%, while persons with targeted disabilities are represented at .31% of the onboard workforce. Minorities represent 19.6% and females represent 45% of the total population.

This Plan will be utilized in conjunction with the EMCBC Diversity Strategic Plan and the annual Equal Employment Opportunity (EEO) reporting, which includes but is not limited to the: Federal Equal Opportunity Recruitment Plan; Disabled Veterans Affirmative Action Plan and Accomplishment Report; Persons with Disabilities Affirmative Action Plan and Accomplishment Report; Hispanic Employment Plan; Presidents Report on Hispanic Employment; Management Directive (MD) 715 Annual Report; and Persons with Disabilities Affirmative Action Plan and Accomplishment Report.

The workforce diversity strategies identified in this Plan are not intended to be substitutes for the diversity strategies identified in those documents. This Plan's strategies are intended to reaffirm EMCBC's commitment to achieving and maintaining a diverse and inclusive workforce.

Workforce Retirement Eligibility

Approximately 20% of the EMCBC and Small Sites combined workforce is currently eligible to retire as demonstrated in Figure 3.6 below. An additional 22% will become eligible to retire by the end of FY18. A total of 58% will not reach retirement eligibility until after 2018. It is estimated by OPM that 60.8% of the overall current Federal workforce will be eligible to retire by FY18.

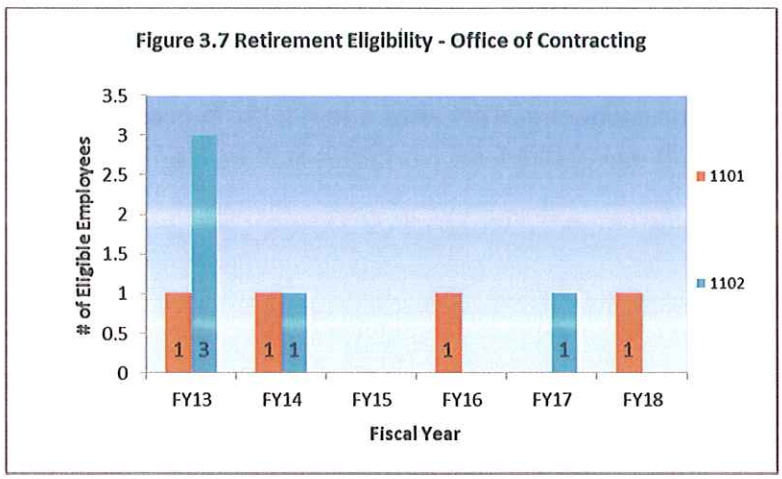


Retirement Eligibility by Department

The following charts depict projected FY 2013 - FY2018 retirements by critical job series and organization. The critical job series were determined in accordance with the positions identified by DOE in its Mission Critical Occupations statement (801, 1102, 1301, 2210), a series in which 50% or more of the employees across the agency would be eligible to retire by the end of FY18, and/or those deemed as critical for the success of the EMCBC by the EMCBC Senior Management Team.

The retirement data in this report is based on employee "eligibility" dates, not necessarily "real life" estimates. OPM reports that the majority of federal employees retire 3 – 4 years after they reach eligibility.

(For specific information on the methodology involved in determining retirement dates see ***Attachment C - Computation of Retirement Eligibility.)***



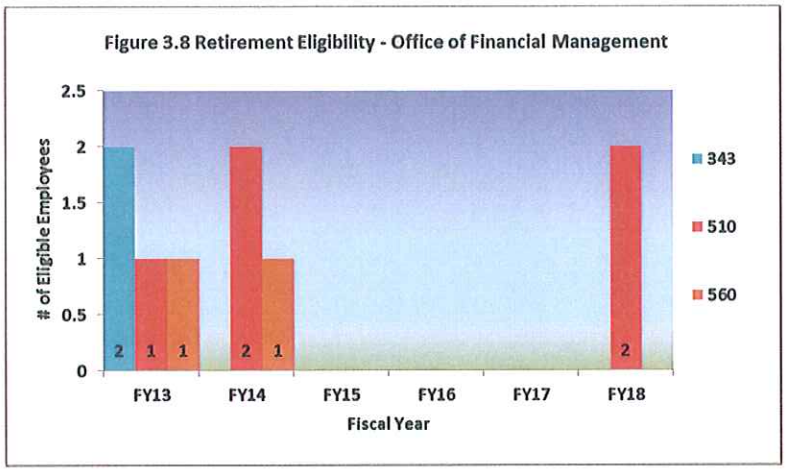


Figure 3.8 Retirement Eligibility - Office of Financial Management
# of Eligible Employees
2.5
2
1.5
1
0.5
0
2
1
1
2
1
2
FY13
FY14
FY15
FY16
FY17
FY18
Fiscal Year
343
510
560

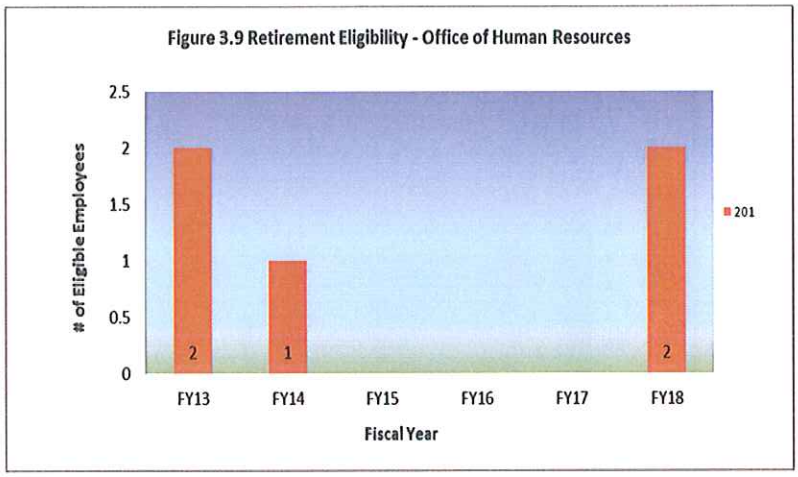


Figure 3.9 Retirement Eligibility - Office of Human Resources
# of Eligible Employees
2.5
2
1.5
1
0.5
0
2
1
2
FY13
FY14
FY15
FY16
FY17
FY18
Fiscal Year
201

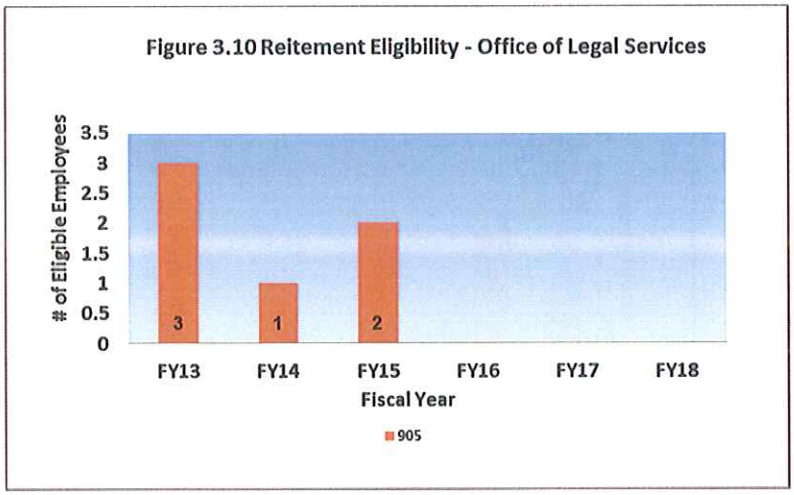


Figure 3.10 Reitement Eligibility - Office of Legal Services
# of Eligible Employees
3.5
3
2.5
2
1.5
1
0.5
0
3
1
2
FY13
FY14
FY15
FY16
FY17
FY18
Fiscal Year
905

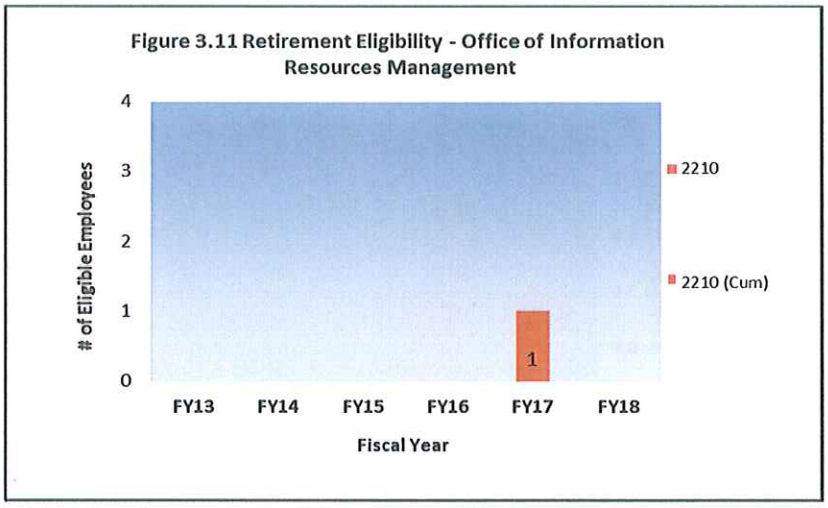


Figure 3.11 Retirement Eligibility - Office of Information Resources Management
# of Eligible Employees
4
3
2
1
0
1
2210
2210 (Cum)
FY13
FY14
FY15
FY16
FY17
FY18
Fiscal Year

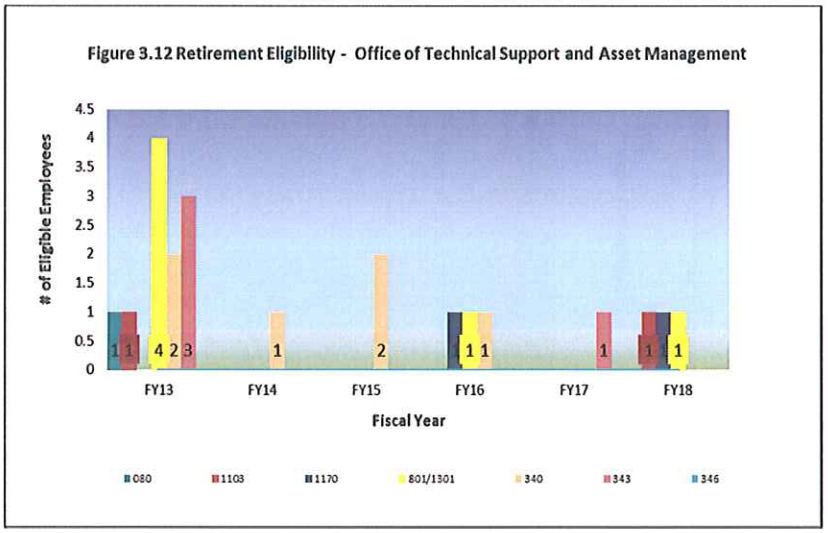


Figure 3.12 Retirement Eligibility - Office of Technical Support and Asset Management
# of Eligible Employees
4.5
4
3.5
3
2.5
2
1.5
1
0.5
0
1 1 4 2 3 1 2 1 1 1 1 1 1
FY13
FY14
FY15
FY16
FY17
FY18
Fiscal Year
080
1103
1170
801/1301
340
343
346

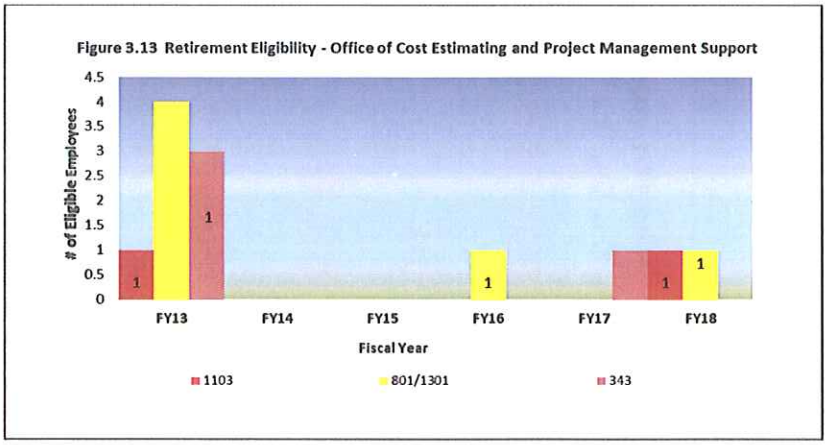
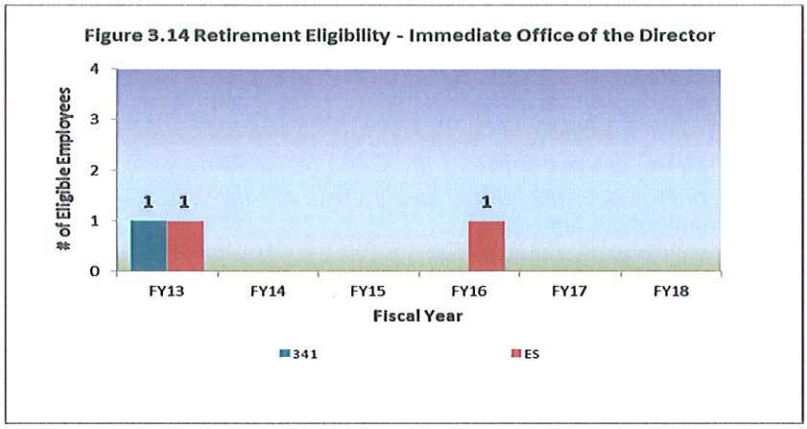
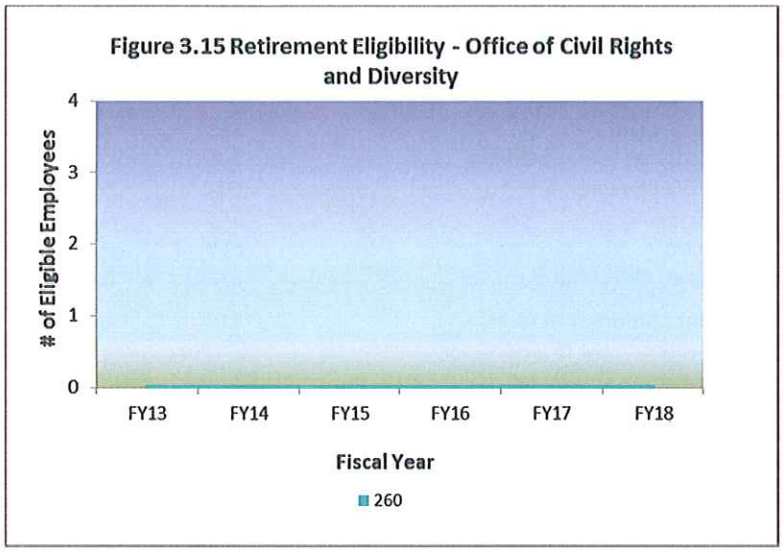


Figure 3.13 Retirement Eligibility - Office of Cost Estimating and Project Management Support
# of Eligible Employees
4.5
4
3.5
3
2.5
2
1.5
1
0.5
0
1 1 1 1 1 1
FY13
FY14
FY15
FY16
FY17
FY18
Fiscal Year
1103
801/1301
343





The following Figure 3.15 depicts the number of EMCBC employees in all occupations who will be eligible to retire by the end of FY18. As previously depicted, 77 EMCBC and Small Site employees, representing 43% of the EMCBC current workforce, will be eligible to retire by the end of FY18. Maintaining critical competencies in the identified key occupations (see table on page 44) supports the need for continuing utilization of entry-level and other strategies to effectively recruit and retain high quality talent in the EMCBC and Small Site workforce.

Figure 3.15 EMCBC Projected Retirements by Position Title and Job Series 2013 - 2018				
Position Titles	Job Series	# Empl Ret Elig	Total # in Series	% Losses
Personnel Security Specialist	80	1	2	50%
Human Resource Officer	201	1	1	100%
Human Resources Specialist	201	2	11	18%
Human Resources Assistant	203	1	3	33%
Equal Employment Specialist	260	0	1	0%
Equal Employment Manager	260	0	1	0%
Executive Assistant	301	0	1	0%
Emergency Management Specialist	301	1	1	100%
General Cost Estimator	301	0	2	0%
Management Specialist	301	0	1	0%
Secretary (Office Automation)	318	0	3	0%
Program Manager	340	3	3	100%
Director, EMCBC	340	1	1	100%
Deputy Director, EMCBC	340	1	1	100%
Program Manager (Federal Project Director)	340	2	2	100%
Administrative Officer	341	1	1	100%
Program Analyst	343	8	27	30%
Logistics Management Officer	346	0	1	0%
Financial Technician	503	1	2	50%
Financial Manager	505	0	1	0%
Accountant	510	3	3	0%
Supervisory Accountant	510	1	1	100%
Accountant (Internal Review)	510	3	4	75%
Systems Accountant	510	1	1	100%
Accounting Technician	525	1	1	100%
Budget Analyst	560	1	7	14%
Supervisory Budget Analyst	560	1	1	100%
General Engineer	801	0	0	0
General Engineer (QA)	801	0	2	0%
General Engineer (Facility Representative)	801	0	1	0%
General Engineer (Cost Engineer)	801	1	2	50%
Legal Administrative Specialist	901	0	1	0%
Attorney-Advisor	905	6	13	47%
Chief Counsel	905	0	1	0%
Paralegal Specialist	950	0	2	0%
Acquisition Analyst	1101	0	1	0%
Acquisition Specialist	1101	2	3	66%
Contractor Industrial Relations Specialist	1101	1	2	50%
Supervisory Cost Estimating Analyst	1101	1	1	100%
Contract Specialist	1102	2	15	13%
Contract Price/Cost Analyst	1102	1	6	17%
Supervisory Procurement Analyst	1102	1	1	100%
Supervisory Contract Specialist	1102	1	5	20%
Industrial Property Management Specialist	1103	2	3	66%
Realty Specialist	1170	1	3	33%
Realty Officer	1170	0	1	0%
Physical Scientist	1301	3	3	100%
Information Technology Specialist	2210	1	2	50%

The following chart depicts the information for the Small Sites; the largest of these in terms of employee base is West Valley. As of May 5, 2013, there were 30 employees working at these sites. By the end of FY18, 19 individuals will be eligible for retirement. The job series with the greatest number of potential losses is Physical Scientist at 6, followed by General Engineer at 3, and Program Manager with 2 employees eligible to retire by the end of FY18. Note that although the Small Sites now report into and are included in the overall EMCBC Full time equivalent (FTE) count, for the purpose of planning here, they are analyzed separately from the EMCBC.

Figure 3.16 Small Sites Total Projected Retirements by Position Title & Job Series FY2013 - FY2018

Position Titles	Job Series	# Empl Ret Elig	Total # in Series	% Losses
Program Support Specialist	0301	0	1	0%
Records Coordinator	0303	1	1	100%
Secretary (Office Automation)	0318	1	1	100%
Program Manager (Federal Project Director)	0340	2	2	100%
Program Manager	0340	1	2	50%
Director, West Valley Demonstration Project	0340	0	1	0%
Administrative Officer	0341	0	1	0%
Program Analyst	0343	2	2	100%
Industrial Hygienist	0690	2	2	100%
General Engineer	0801	3	7	43%
Physical Scientist	1301	6	9	67%
Health Physicist	1306	1	1	100%

4. SUPPLY AND DEMAND

The most vital component of EMCBC and Small Site's human capital management efforts is the ability to ascertain which critical skill sets are needed today and in the future (up to 5 years) to meet mission requirements. The EMCBC and Small Sites conduct skill gap assessments on an ongoing basis to ensure that any skills gaps are addressed in an effective manner.

FTE Gaps

The following chart below depicts an analysis of the projected supply and demand of the EMCBC and Small Sites workforce for the period from FY13 through FY18. As of May 5, 2013, the EMCBC and Small Sites had 180 positions filled. The current demand of 183 is based on the authorized FTE workforce level to accomplish the current mission. It does not take into account 15 open positions that have yet to be filled. Six of those open positions are on hold. The status of the remaining 9 has yet to be determined.

The chart below shows the FTE "Demand" remaining level from FY13 – FY14 for budgeting purposes. Meanwhile the level of "Supply" decreases based on projected cumulative retirements.

Figure 3.17 EMCBC and Small Sites Critical Skills Gap Analysis FY13 – FY18

	FY13	FY14	FY15	FY16	FY17	FY18
Demand Total	183	183	183	183	183	183
Projected Supply	147	135	129	122	114	106
Projected Gaps	36	48	42	61	69	77

In the long term, EMCBC and Small Sites' future skills mix will still depend on knowledge transfer and succession planning to leverage the imbalance in mission critical occupations. This gap will decrease as the workforce matures and knowledge transfer is accomplished through succession planning and other developmental programs. Creative initiatives must be used to obtain technical skill sets and to address workforce requirements in the future.

Gaps by Organization

Figure 3.18 shows the projected FTE supply and gap by EMCBC organization for FY13. The total height of each bar indicates the FTE demand for the organization. The organizations with the largest demand is Technical Support and Asset Management (OTS&AM) with 38, Office of Contracting at 35 FTE, followed by the Office of

Financial Management (OFM) at 23 FTE, the Office of Legal Services at 20 FTE, and the Office of Human Resources (OHR) with a demand of 16.

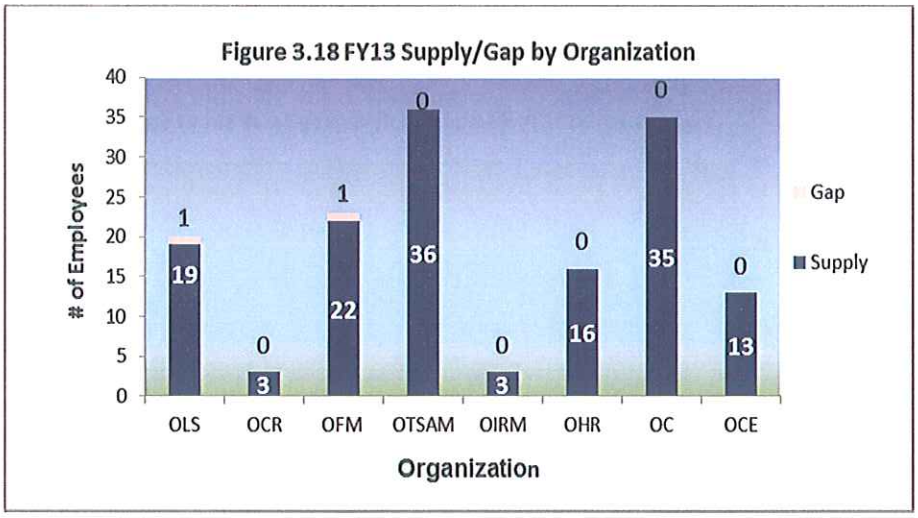


Figure 3.19 shows the total projected FTE supply and gap by organization by FY18. While the Office of Technical Services and Asset Management (OTSAM) and the Office of Contracting (OC) are projected to have the greatest number of losses due to retirement, the Office of the Director, Office of Human Resources, and Office of Technical Service and Asset Management will actually have the greatest percentage of projected gaps by the end of FY18.

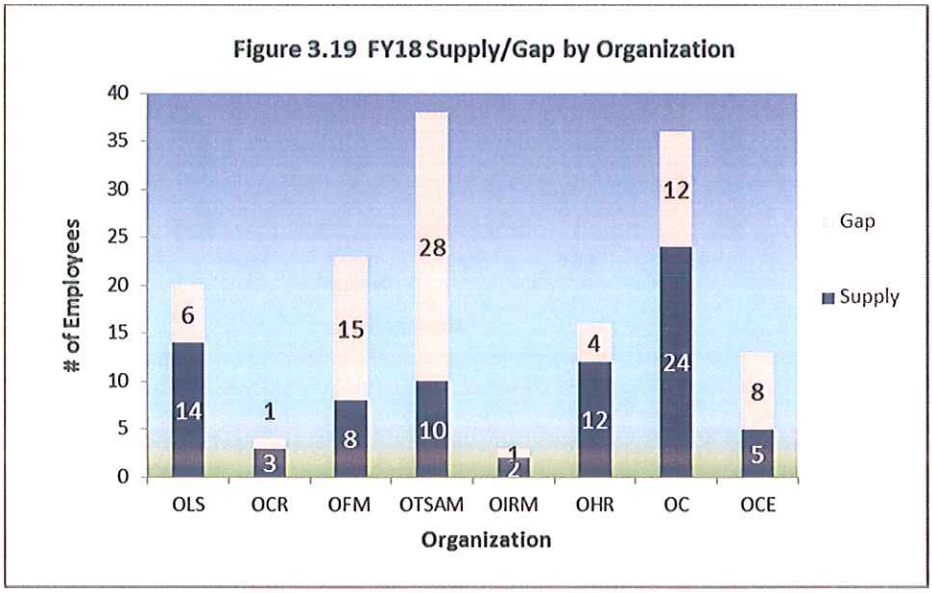
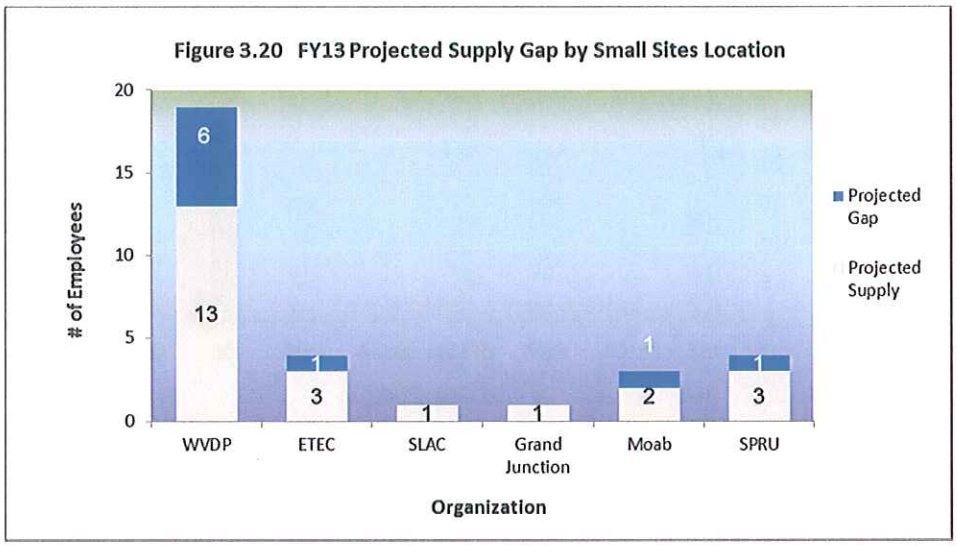
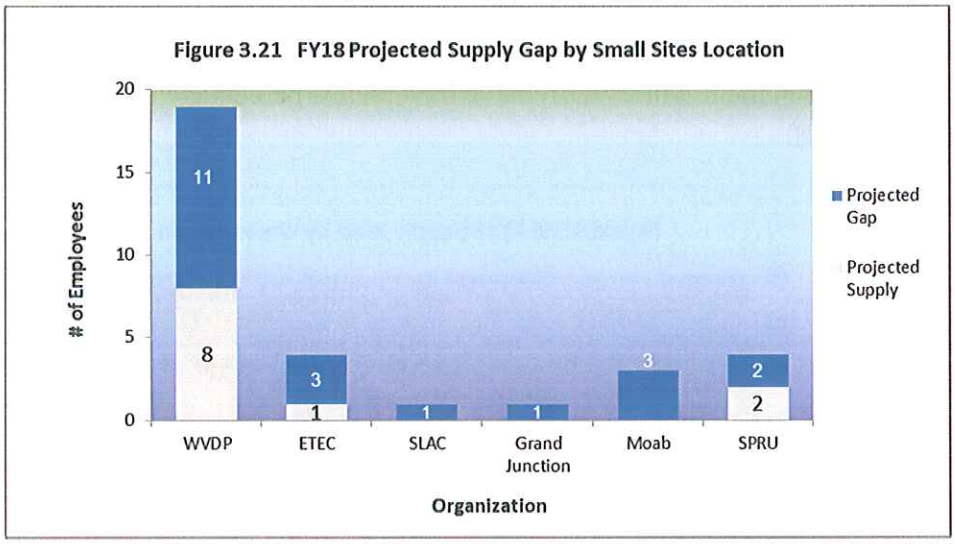


Figure 3.20 shows the projected FTE supply and gap for each Small Sites location for FY13, while Figure 3.21 shows the total projected FTE supply and gap by FY18.





5. FINDINGS

Based upon the projected retirements in *Section 3. Demographic Profile* above, the EMCBC and Small Sites could see as many 77 vacancies due to retirements through FY18. In order for the EMCBC and the Small Sites to retain critical knowledge, several key programs will be implemented. For example, the EMCBC Succession Plan will assist senior leadership in

identifying the potential knowledge and/or skill gaps before a position is vacated. Provisions for filling projected gaps through consideration of standard recruitment methods, formal training, and use of other methods will be crucial. Other strategies for closing the projected gaps are identified in *Section 6*.

6. STRATEGIES

Employee Development

EMCBC and Small Sites leadership understands the need for enhancing the skills of the existing workforce to achieve and maintain a high-performing organization. Historically, employee development has been viewed as involvement in formal training classes or employee participation in one of several career development programs, such as U.S. Department of Agriculture Graduate School's Aspiring Leader Program, New Leader Program, Women's Executive Leadership Program, and Executive Potential Program, or OPM's Executive Leadership Program. These programs provide high-potential GS-05 to GS-15 level employees with training and developmental opportunities to facilitate exposure to and achievement of team leader or supervisory competencies. Specific grade levels are tied to each of the programs. However, effective employee development involves more than these types of programs. Employee development activities may encompass, but are not limited to, the following:

- Leadership Development Programs
- Formal and On-the-Job Training (OJT)
- Educational Courses
- Career-Ladder Positions
- Upward Mobility Program Positions
- Qualification/Certification Programs
- Student Educational Employment Programs
- Mentoring

Formal and On-The-Job Training (OJT)

Formal training involves attendance at classroom training that is offered on-site or off-site, with or without tuition and/or travel costs. Formal training must be conducted by a qualified instructor and typically requires validation that the transfer of learning from the instructor to the students has occurred. On-the-Job Training involves employees actually performing the work under the tutelage of a supervisor and/or subject-matter expert.

Educational Courses

EMCBC and Small Sites' employees are eligible to attend college courses and receive tuition reimbursement for courses that support the needs of their assigned position and organization. The colleges and universities must be accredited by a nationally acclaimed body that is recognized by the U.S. Department of Education. The selection of employees for an academic degree training program must follow the requirements of Federal and DOE training guidelines.

Career Ladder Positions

A career ladder consists of all positions the grades of which range from the lowest level at which an employee may be hired as a trainee, up to the journeyman grade level, also known as the full performance level. It is the normal grade progression through which an employee may advance noncompetitively to reach the full-performance level (top grade of the career ladder) of a particular job. Career ladder positions may be established for one- or two-grade interval positions, depending on the occupation. Career Ladder positions provide progressively more responsible experience and non-competitive promotion potential for incumbents up to the designated full-performance level, provided that performance is at an acceptable level. EMCBC has placed a renewed emphasis on backfilling vacancies with career-ladder positions to allow for bringing new talent into the organization.

Upward Mobility Program Positions

Upward Mobility Program positions provide and improve career opportunities for those employees who have demonstrated high potential and interest, but lack specific qualifications for assignment to certain career fields, or positions that will extend their career opportunities. Employees selected for Upward Mobility positions are assigned to trainee positions which will enable them, through experience, assignments, and selected job-related training courses, to progress from one position, or occupational series, to another which offers greater career potential. In recent years, EMCBC has placed an emphasis on filling open positions through the Upward Mobility Program.

DOE, EM, and EMCBC Career Intern Programs

The DOE Career Intern, the EMCBC Career Intern Programs (CIP), and the EM Profession Development Corp (EMPDC), were discontinued effective March 1, 2011, by Executive Order 13562 – "Recruiting and Hiring Students and Recent Graduates," signed by President Barack Obama on December 27, 2010. EO 13562 established Pathways, a comprehensive structure to help the Federal government be more competitive in

recruiting and hiring talented individuals who are still in school or who have recently received a degree. Because of hiring constraints related to budget, EM and its sites have yet to hire under the new program. However, as budgetary conditions change and the need arises, it is expected that these programs will once again be used.

Mentoring

Mentoring is an expectation and part of the culture at the EMCBC. Assistant Directors and senior employees such as supervisors, managers and Team Leaders are expected to share their experience and knowledge to support the education and development of junior employees. This will ensure there are employees prepared to accept more responsibility. A mentor usually holds a higher position and may or may not be in the employee's chain of supervision. Supervisors are expected to provide continual mentoring, coaching and guidance in their leadership role on a daily basis. Mentor and protégé relationships are expected and encouraged at the EMCBC to ensure the development of talented and skilled staff, to retrain and prepare individuals for a new job or function, and/or to assimilate new individuals into the EMCBC by educating them about the norms, culture, and politics of the organization.

In August of 2011 EMCBC launched the formal Department of Energy Mentoring Program with several employees volunteering to be Mentors. In May, 2013, the EMCBC Mentoring Program was expanded to offer one-time *Flash Mentoring* sessions.

Qualification/Certification Programs

The following sections discuss additional employee development programs utilized to ensure sufficient emphasis on safety, project management and contracting within the covered career fields. Some of the key qualification and certification programs, including safety-based qualification programs, and project management and acquisition-related certification programs are explained below.

Federal Technical Capabilities Program (FTCP)

Safety is a key consideration in all EMCBC and Small Sites' activities. An important safety-related program is the DOE Federal Technical Capabilities Program (FTCP), which sets forth DOE's commitment to develop and maintain a technically competent workforce to accomplish its missions in a safe and efficient manner. The Program stipulates that the Department will strive to recruit and hire technically capable people; continuously develop the technical expertise of its existing workforce; and, within the limitations of executive policy and Federal law, retain critical technical capabilities within the Department at all times. The

FTCP sets forth the requirements for the DOE Technical Qualifications Program (TQP).

Technical Qualifications Program (TQP)

The DOE TQP is a process to objectively determine that individuals performing activities related to the technical support, management, oversight, or operation of defense nuclear facilities possess the necessary competencies to safely perform their assigned duties and responsibilities. This Program was developed in response to Defense Nuclear Facility Safety Board (DNFSB) Recommendation 93-3, "Improving DOE Technical Capability in Defense Nuclear Facilities Program." The TQP Program has been designated as mandatory for positions such as Senior Technical Safety Manager, Facility Representative, Quality Assurance, Radiation Protection and Emergency Management, while it remains voluntary for other technical staff. EMCBC's TQP has provided its technical staff with the ability to effectively provide assistance, guidance, direction, oversight and evaluation of contractor activities that could affect the safe operations of a defense nuclear facility, or to other employees with similar functions at a non-defense nuclear facility.

Project Management Career Development Program (PMCDP) Certification Program

On January 17, 2001, the Deputy Secretary of Energy directed the DOE Office of Engineering and Construction Management to establish the DOE PMCDP. This program establishes a well-defined career path for project directors to include certification, minimum training and continuing education requirements, and project responsibilities that are commensurate with clearly defined qualifications. The PMCDP has been approved by the Office of Management and Budget and the Office of Personnel Management. The EMCBC and Small Sites employ 6 Federal Project Directors (FPDs)/Deputy FPDs and 5 Operating Project Directors currently assigned to EM site closures. Of these, 91% are fully certified to the level required under the DOE Project Management Career Development Program. The EMCBC also has 6 employees certified under this program that are not currently assigned as an FPD at a site.

Acquisition Career Management Program (ACMP)

DOE certifies its contracting staff against the requirements set forth under the DOE Acquisition Career Management Program (ACMP). The ACMP is a career program established to provide a formal, structured approach to career development for DOE's acquisition workforce. The ACMP is designed to increase the efficiency of the acquisition workforce through competency-based training. Contracting professionals are certified under the Federal Acquisition Certification – Contracting (FAC-C) program at Levels I, II, and III. Certification under the FAC-C is mandatory at DOE. The ACMP Handbook, issued January 2009, spells out the required guidance for this program. Certification is based on education, experience, and training. There are currently 36 EMCBC employees in the GS-1102 series. Twenty-seven employees are certified at Level III, 8 employees are certified at Level II, and 1 employee is certified at Level I. All 1102s are certified.

Personal Property Management Career Development Program (PPMCD)

Consistent with the intent of Policy Letter 97-01, the Department of Energy (DOE) has identified personal property management as a critical acquisition-related career field. Accordingly, the DOE/National Nuclear Security Administration (NNSA) Personal Property Management Career Development (PPMCD) Program is a mandatory certification program.

The PPMCD Program has established three levels of training, each with a core curriculum of personal property management courses. The program will provide the opportunity for employees to apply course knowledge and skills to analyze and resolve on-the-job issues. Completion of core courses in a logical sequence is necessary so that the appropriate level of knowledge is available for performance at a particular level and that later courses can build on the knowledge gained from earlier courses.

Currently, there are 4 EMCBC employees in the 1103 series, comprised of the Team Leader/Organizational Property Management Officer along with three Personal Property Administrators. All four employees maintain the Program's Level III certification.

Recruitment and Retention

Over the next several years, the EMCBC and Small Sites leadership will continue to implement recruitment strategies that ensure a sufficient number of skilled and diverse

employees are available to transition into critical skill positions as they become vacant. When recruiting externally strategies will target Interagency Career Transition Assistance Program (ICTAP) employees in the local commuting area, if applicable, and surplus/displaced employees from EM closure sites. Consideration will also be given to employees of other DOE organizations and/or other Federal agencies and employees hired under special hiring authorities. When no candidates from ICTAP or closure sites have been identified, management is committed to utilizing recruitment strategies focusing on veterans, and hiring at the entry level, where appropriate, in all occupations. This strategy establishes a skills pipeline and targets recruitment of underrepresented groups through educational and outreach programs (i.e. Historically Black Colleges and Universities, Hispanic Serving Institutions, and community-based organizations) to meet projected needs.

Traditional recruitment methods, including internal recruitment under local Merit Promotion procedures, will continue to be utilized and the Merit System Principles will be applied. OPM and DOE flexibilities will be used as appropriate to remain competitive in recruiting and retaining technical skill sets.

In the wake of ongoing retirements, budget and sequestration limits on EMCBC's ability to maintain skilled employees, management has taken a proactive stance in monitoring employee satisfaction levels through the annual Employee Viewpoint Survey (EVS). In 2013 each department conducted meetings to gather ideas that could be used to assure enhanced levels of satisfaction for the workforce. Cross-departmental groups were formed to present ideas to management which would improve the satisfaction of the workforce. The recommendations have been adopted and will be implemented and monitored throughout the year to determine success.

THE SUCCESSION PLAN 2013 – 2018

INTRODUCTION

Contained in this section are the results of the annual update to the U.S. Department of Energy (DOE), Environmental Management Consolidated Business Center (EMCBC) and Small Sites 2013 - 2018 Succession Plan. The objective of succession planning is to ensure that EMCBC and the Small Sites continue to operate effectively when individuals occupying critical positions depart. The primary focus is on assuring that appropriate bench strength is in place for replacing critical positions. For purposes of this assessment a critical position is defined as requiring an expert level incumbent.

The information in this plan was obtained from EMCBC and the Small Sites senior management, who were asked to validate information using the chart in the back of this plan labeled as ***Attachment E - Succession Planning Worksheet Sample***. Information for each position was provided using the following categories:

- Potential to leave current position
- Position criticality
- Strategy for addressing skill gaps
- Succession priority
- Backup capability

In addition, each position is linked to specific products/services developed by the DOE Office of Environmental Management. This identifies the skill sets required for each position to perform assigned work.

EMCBC and the Small Sites participated in the EM Competency Management Initiative. Mission Critical Occupations (MCO) identified along with the competencies required for use in determining current and future gaps. EMCBC will continue using the information gained in the initiative to improve its efforts at Workforce and Succession planning efforts.

(A listing of the values associated with each of the succession planning categories is provided in ***Attachment F - Succession Planning Worksheets Guidance/Key.)***

(*The standardized product/service list is provided in* ***Attachment A – Products and Services.)***

In calendar year 2012, EMCBC placed an emphasis on guiding the organization through the wave of retirements caused by aging demographics. At the completion of the 2012 Succession Plan, OHR began meetings with department heads to discuss in detail various strategies available in dealing with specific succession issues. An emphasis was placed on identifying and preparing future leaders, examining the possibility of restructuring positions and departments, backfilling open vacancies with career-ladder positions, recruiting targeted towards specific mission critical occupations, and the use of rotations and detail assignments. Each department now has a Succession Implementation Plan to be used as a tool in planning to meet its own unique needs for the future.

SUMMARY OF SUCCESSION PLAN RESULTS

POTENTIAL TO LEAVE CURRENT POSITION

Question: What is the likelihood that an incumbent of a position will leave due to retirement, promotion, another job, long term detail, rotation assignments, etc.?

At the end of FY12 there were 18 employees eligible to retire. A total of 36 employees are eligible for retirement by the end of FY13. The potential for these employees to retire by the end of FY13 is expressed as follows:

- At the beginning of FY14, 20% of employees will be eligible to retire and 20, or 11%, are expected to leave.
- Of the 6 employees who will become newly eligible to retire during FY14, at least one is expected to leave.

POSITION CRITICALITY

Question: What is the importance for a new incumbent to "hit the ground running" vs. being fully functional in 6-9 months? Could the position be filled with an entry/mid-level incumbent, or is an expert level incumbent required?

A position is considered critical if at least one of the following conditions exists:

- The position is a key contributor in achieving the organization's mission
- The position performs a critical task that would stop or hinder vital functions from being performed if it were left vacant (never filled)
- The position requires specialized or unique expertise (skill sets) that is difficult to replace
- The position is the only one of its kind in a particular location and it would be difficult for a similar position in another location to carry out its functions

Positions in the same occupational group are in danger of "knowledge drain" due to retirements or high turnover for a variety of reasons.

EMCBC and the Small Sites combined, identified approximately 45% of their positions as being critical (expert level), 34% as important (journey level), and only 11% of the positions as normal (entry/midlevel).

This is representative of the current grade structure of the workforce; however, upon review of the 81 positions identified by EMCBC and Small Sites as critical, 5 (6% of the total critical positions) are shown as potentially being vacated within one year. An additional 22 critical positions (27%) are shown as potentially being vacated within three years. A detailed listing of

the 81 critical positions is provided on page 39 in the chart titled *"Critical Positions with Potential to Leave in 1 – 3 Years"*.

STRATEGY FOR ADDRESSING SKILL GAPS

Definition: What is the most likely strategy for ensuring this position is filled with a qualified and skilled incumbent?

Position Management, recruitment and development are the most common strategies identified for addressing skill gaps.

Position Management and Realigning Resources: As projects approach the end of their life cycle, management will need to collaborate with HR Classifiers, assess the position requirements and determine where positions can be utilized within the organization to fill gaps. This will help the areas that show a high gap percentage. HR has developed an analysis tool to assist management in determining the best course of action for a vacant position. EMCBC senior management established a *Position Management Council* to ensure authorized positions are aligned to the mission, used efficiently, effectively, and economically.

Recruitment: When using recruitment to address skill gaps, EMCBC and Small Sites managers will collaborate with the HR Staffing Specialist to determine the best recruitment strategy. A recommended strategy would be the creation of a Comprehensive Recruitment Plan with numerous resources to assist in the recruitment process that can be used to reach out and attract diverse candidates. This plan would be updated yearly to ensure it remains current with hiring initiatives, organizational needs and recruitment strategies.

Development: EMCBC and the Small Sites have a proactive development strategy as a part of HR's proactive succession monitoring effort. This effort includes a review of positions identified as Important - Journey Level and a recommendation of which positions are natural progressions into the Critical - Expert Level positions; Individual Development Plans (IDPs)which involve a variety of learning options (i.e., formal development programs, subject matter classes, on-line training, etc.) for employees to grow into the expert level positions as they become vacated. The same strategy would apply to those in Normal - Entry/Mid-Level positions and their progression to compete and apply for Important - Journey Level positions.

SUCCESSION PRIORITY

Definition: If all the positions in your organization were vacant, how would you set the priority for closing the gaps?

Management identified 45% of their positions as having critical succession priority; 35% as important; and 14% as normal (see page 40). Last year's succession plan was based on 200 encumbered positions; FY13's plan is based on 180 encumbered positions, showing a 10% decrease in positions.

BACKUP CAPABILITY

Definition: If the position becomes vacant, to what degree do you have existing backup capability to ensure the essential work continues to get done?

On page 41, managers identified 67% of their positions as having partial backup capability, meaning there is short-term coverage available. Only 6% of the positions have full backup capability, while 46 positions (25%) were identified as having no backup capability.

A set of charts summarizing the combined EMCBC and Small Sites succession planning information begins on page 35. Page 39 contains a summary by product/service highlighting the specific areas where there are potential gaps in the next 1-3 years and identifies those positions that are Critical.

NEXT STEPS

The FY12-FY17 Succession Plan provided critical information and was used to make key staffing decisions during FY12 - FY13 involving:

- Restructuring opportunities for positions vacated through retirement or other means;
- Placing some vacant positions in a "hold" status until a future date when total organization FTE's warrant filling;
- Implementation of a proactive department-by-department succession planning effort*;
- Use of the Upward Mobility Program to backfill positions;
- Backfilling of vacant positions with Career-Ladder positions;
- Launch of a Flash Mentoring Program to expand an existing program plus increase the opportunity for knowledge-transfer; and
- Launch of a "competed" Leadership Development" program to provide a pool of future leaders.
- Launch of a "Position Management Council" made up of senior leadership to determine priorities in filling vacant positions.

*At the beginning of FY13 EMCBC/HR began a continuous collaboration with senior management offering consulting services aimed at supporting an on-going or proactive succession management process. HR representatives from areas such as staffing, training, and human capital met with individual with senior leaders to review each department's specific current and future workforce needs. An implementation plan was crafted for each department which contained recommendations for staffing, development and training. This process or collaboration continues to monitor progress in meeting goals, assess new or unforeseen issues, and develop target strategies for each department's needs.

It is recommended that the information in this plan continue to be used for these and other staffing decisions during FY14 and the future. EMCBC and Small Sites are encouraged to

partner with HR to review and better define their workforce needs and develop plans for meeting current and future position management and staffing needs.

New Full Time Equivalent ceilings and budget restrictions have resulted in a renewed emphasis on ensuring existing qualified staff within Environmental Management (EM) is considered for positions before going outside of EM to fill positions and exemption requests are required. Ongoing evaluation and adjustments are vital to effective succession planning. Although the Succession Plan covers a five-year period, progress will be monitored, reviewed, and updated annually.

While critical staffing needs will occur, the majority of the EMCBC management has determined to maximize opportunities for training and developed existing human resources, utilizing contracting services, and backfilling with existing EM employees through Merit Promotion over the next fiscal year.

SUCCESSION PLAN RESULTS 2013 - 2018

POTENTIAL TO LEAVE CURRENT POSITION

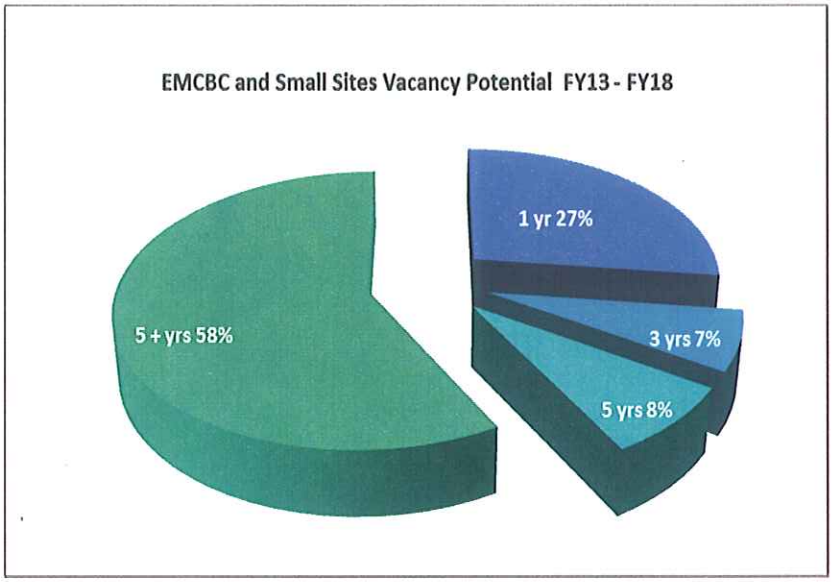
Results by Organization

Total Employees = 180 *(as of 5/5/2013)*

*Figure 3.22 Vacancy Potential						
Organization	Total Population	Expected to Leave within 1 year	Expected to Leave in > 1 year to 3	Expected to Leave in > 3 year to 5	Expected to Leave in > 5 years	Current Vacancy
OD	12	0	5	1	6	0
OCRD	2	1	0	1	0	0
IRM	2	0	0	1	2	0
OFM	22	1	10	3	8	0
OHR	14	0	2	3	11	0
OLS	17	0	3	3	16	2
OC	34	4	2	3	26	0
OTSAM	35	4	10	9	12	0
OCEPM	12	0	3	5	4	0
Small Sites	30	1	7	7	14	2
Totals	180	11	42	36	72	4

** These numbers reflect all EMCBC Assistant Director's as part of the Office of the Director. Additionally, some of the open vacancies are expected to be filled by existing staff members.*

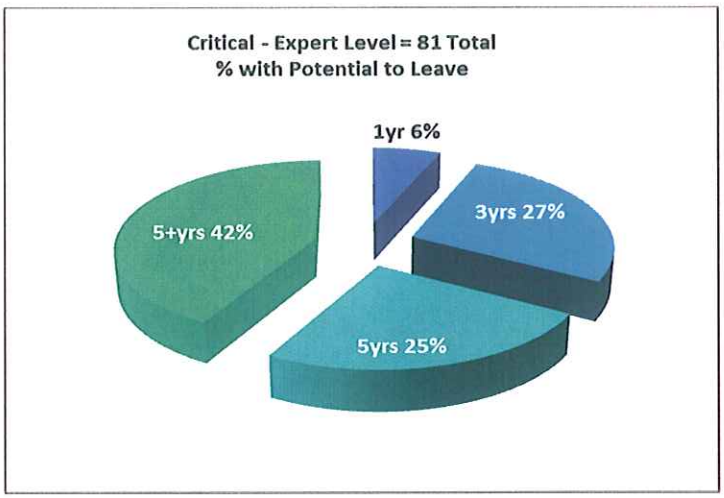
LEGEND
OD - Office of the Director
OCRD - Office of Civil Rights and Diversity
IRM - Information Management
OFM -Office of Financial Management
OHR - Office of Human Resources
OLS - Office of Legal Services
OC - Office of Contracts
OTSAM - Office of Technical Support and Asset Management
OCEPM - Office of Cost Estimating and Project Management

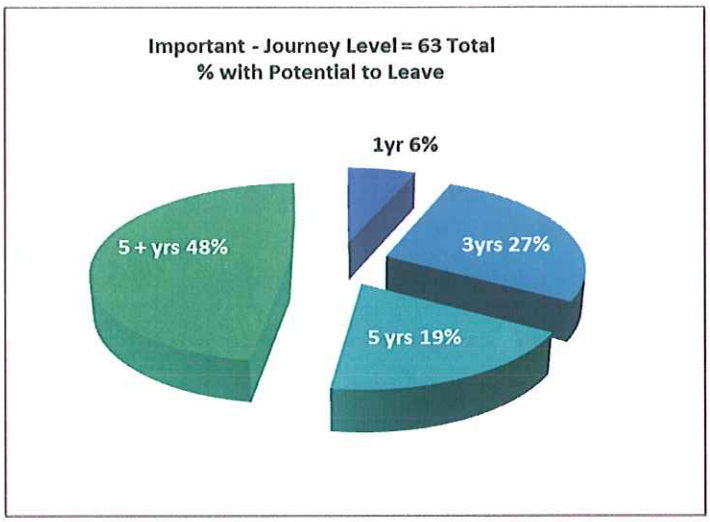


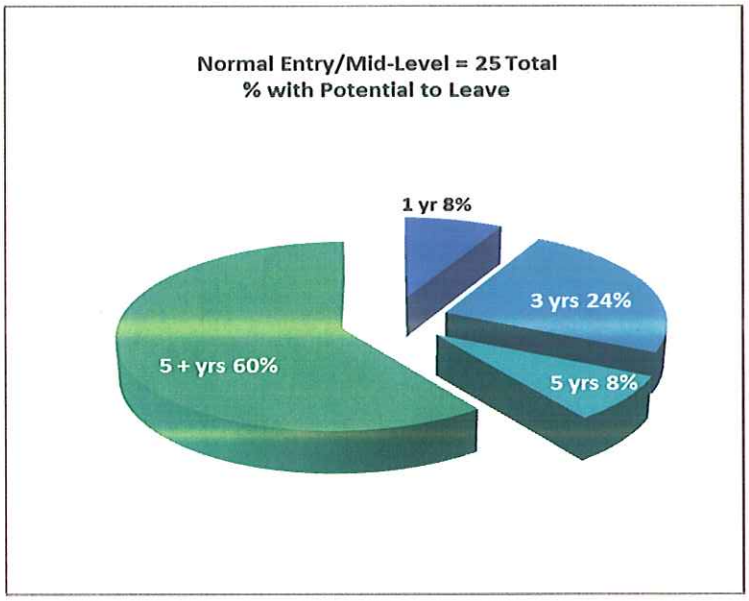
POSITION CRITICALITY/ POTENTIAL TO LEAVE

Figure 3.23 Position Criticality

Organization	Total Population	Critical - Expert Level	Important - Journey Level	Normal - Entry/Mid-Level	Current Vacancy
OD	12	10	2	0	0
OCRD	2	1	1	1	0
IRM	2	1	1	1	0
OFM	22	7	8	8	0
OHR	14	9	4	0	0
OLS	17	6	7	5	2
OC	34	20	7	12	0
OTSAM	35	15	14	5	0
OCEPM	12	5	5	2	0
Small Sites	30	11	13	4	2


Critical - Expert Level = 81 Total
% with Potential to Leave
1yr 6%
3yrs 27%
5yrs 25%
5+yrs 42%


Important - Journey Level = 63 Total
% with Potential to Leave
1yr 6%
3yrs 27%
5 yrs 19%
5 + yrs 48%

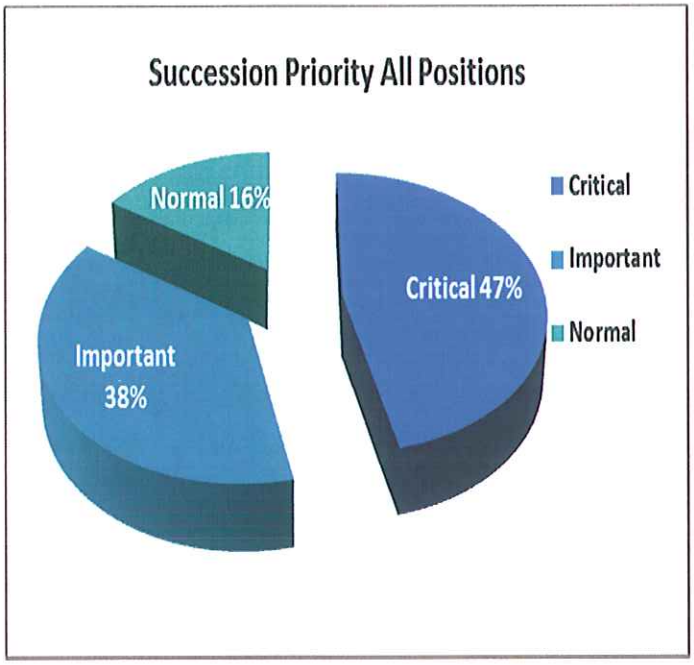

Normal Entry/Mid-Level = 25 Total
% with Potential to Leave
1 yr 8%
3 yrs 24%
5 yrs 8%
5 + yrs 60%

Critical Positions with Potential to Leave in 1 - 3 Years
1.14.02 Information Security (classified)
1.12 Project Control
1.10.02 Federal Human Resources
1.11 Legal Support
1.11.02 Contract Law
1.11.01 General Legal Support
1.02.01 Assessment
1.02 Auditing
1.09.01 General Financial Mgmt
1.09.05 Accounting
1.02 Auditing
1.09.03 Budget Formulation
1.08.19 Operations Safety
1.15.06 Technical Contract Oversight
1.18.01 General Facility Engineering
1.06.07 Property Management
1.08.24 Facility Oversight
1.12.06 Project Integration
1.17.03 Program Oversight
1.08.19 Operations Safety
1.03.01 Strategic Planning
1.06.01 Contract Administration
1.06.11 Acquisition Policy
1.13.01 Contract Execution Oversight (COR)
1.12.05 Planning/Scheduling
1.12.02 Baseline Management
1.13.02 Federal Project Director
1.16.01 General Construction Mgmt
1.08.17 Nuclear Safety
1.08.13 Industrial Hygiene
1.03.03 Management Analysis

*(See **Attachment A - Products and Services** on page 49 for complete listing)*

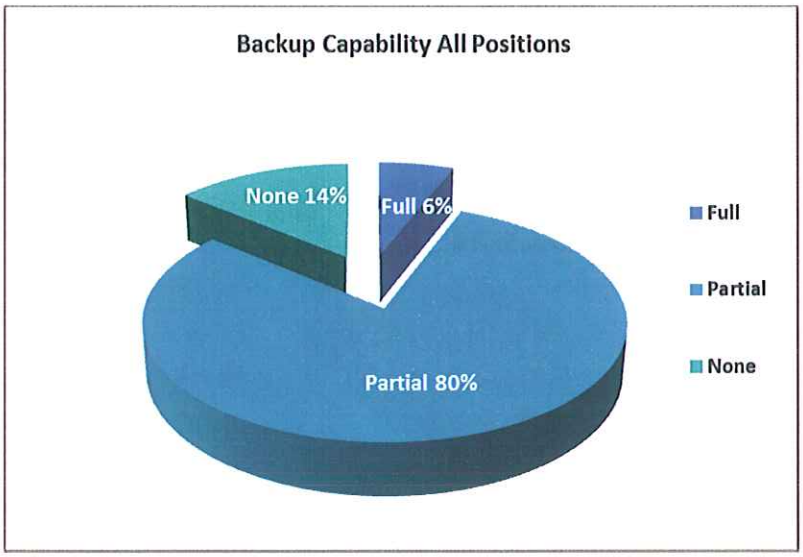
SUCCESSION PRIORITY OF ALL POSITIONS

Succession Priority		
Critical	84	47%
Important	68	38%
Normal	28	16%



BACKUP CAPABILITY OF ALL POSITIONS

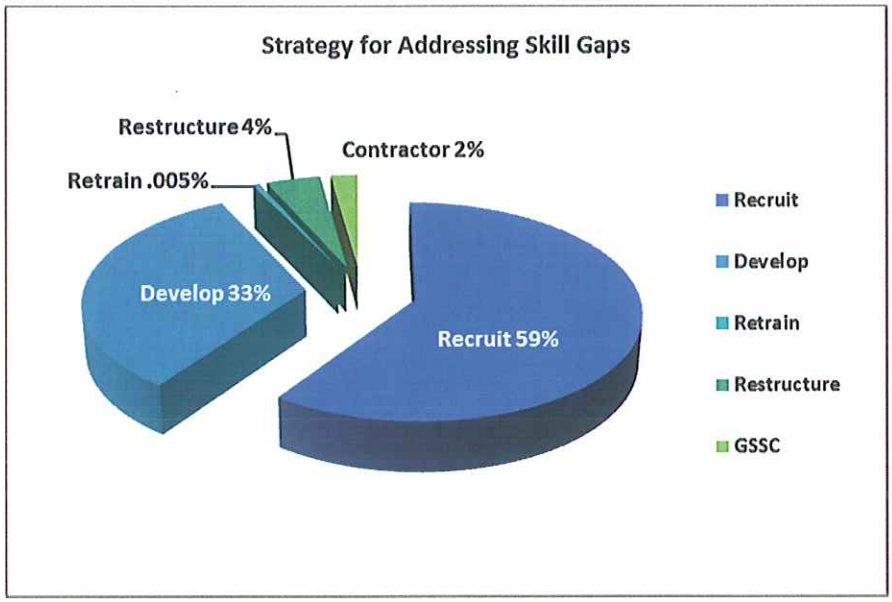
Backup Capability		
Full	10	6%
Partial	144	80%
None	26	14%



Critical Positions with No Backup
1.10.01 EEO/Diversity
1.02.02 Independent Oversight
1.15.05 Quality Assurance
1.18.01 General Facility Engineering
1.06.07 Property Management
1.07.06 NEPA
1.10 Human Resources
1.06.11 Acquisition Policy
1.17.03 Program Oversight
1.02.01 Assessment
1.13.02 Federal Project Director

STRATEGY FOR ADDRESSING SKILL GAPS

Strategy for Addressing Skill Gap for All Positions											
	OD	OLS	OCRD	OFM	OTSAM	OHR	OC	OCEPM	IRM	Small Sites	TOTAL
Recruit	8	11	1	10	30	10	14	8	2	14	**107**
Develop	4	6	1	12	3	3	19	4	0	7	**59**
Retrain	0	0	0	0	0	0	1	0	0	0	**1**
Restructure	0	0	0	0	2	2	0	0	0	4	**8**
GSSC	0	0	0	0	0	0	0	0	0	4	**4**



ATTACHMENTS

Attachment A - Products and Services (aka competencies)

EM Universial Product and Services List							
1.01	**Administrative Services**	**1.07**	**Env Oversight/Reg Compliance**	**1.10**	**Human Resources**	**1.15**	**Technical Support**
1.01.01	Administrative Support	1.07.01	CERCLA	1.10.01	EEO/Diversity	1.15.01	General Technical Support
1.01.02	Clerical Support	1.07.02	Clean Air	1.10.02	Federal Human Resources	1.15.02	Engineering Disciplines
1.01.03	Business Services	1.07.03	Clean Water	1.10.03	Training	1.15.03	Physical Sciences
1.02	**Auditing**	1.07.04	Env Compliance/Protection	1.10.04	Employee Concerns Program	1.15.04	Price Anderson Amendment Act
1.02.01	Asessment	1.07.05	Env Restoration	**1.11**	**Legal Support**	1.15.05	Quality Assurance
1.02.02	Independenct Oversight	1.07.06	NEPA	1.11.01	General Legal Support	1.15.06	Technical Contract Oversight
1.02.03	Investigation	1.07.07	RCRA	1.11.02	Contract Law	1.15.07	Technical Program Management
1.03	**Business Analysis**	1.07.08	TSCA	1.11.03	Employment Law	1.15.08	Transportation
1.03.01	Strategic Planning	1.07.09	Environmental Policy	1.11.04	Environmental Law	1.15.09	Vitrification
1.03.02	Program Analysis	**1.08**	**Safety**	1.11.05	Litigation	1.15.10	Waste Mgmt & Disposition
1.03.03	Management Analysis	1.08.01	General Safety Management	1.11.06	Paralegal Services	1.15.11	Materials Mgmt & Disposition
1.03.04	Records Management	1.08.02	Aviation Safety	**1.12**	**Project Control**	1.15.12	Technical Project Support
1.03.05	Requirements Management	1.08.03	Chemical Processing	1.12.01	General Project Control	1.15.13	Energy Management
1.03.06	General Program Management	1.08.04	Civil/Structural	1.12.02	Baseline Management	1.15.14	Foreign Affairs/Intrntl. Support
1.04	**Information Technology**	1.08.05	Criticality Safety	1.12.03	Configuration Management	**1.16**	**Construction Management**
1.04.01	General Information Technology	1.08.06	Deactivation/Decommissioning	1.12.04	Cost Estimating (pre-award)	1.16.01	General Construction Mgmt
1.04.02	Data Administration	1.08.07	Electrical Safety/Systems	1.12.05	Planning/Scheduling	1.16.02	Acceptance Inspection
1.04.03	Systems/Software Administration	1.08.08	Electronic/Software QA	1.12.06	Project Integration	1.16.03	Conduct of Operations
1.04.04	Telecommunications	1.08.09	Emergency Management	1.12.07	Risk Management	1.16.04	Facility Engineering
1.04.05	Web Site Management	1.08.10	Facility Maintenance Mgmt	**1.13**	**Project Management**	1.16.05	Project Engineering
1.04.06	Help Desk Support	1.08.11	Fire Protection	1.13.01	Contract Execution Oversight (COR)	1.16.06	Start-Up
1.05	**Public Affairs**	1.08.12	Health Physics	1.13.02	Federal Project Director	**1.17**	**Management/Supervision**
1.05.01	General Public Affairs	1.08.13	Industrial Hygiene	1.13.03	Deputy Federal Project Director	1.17.01	Leadership/Supervision
1.05.02	Communication Strategy	1.08.14	Instrumentation & Control	**1.14**	**Security**	1.17.02	Bldg Coalitions/Communications
1.05.03	External Erlations	1.08.15	Mechanical	1.14.01	CyberSecurity (non-classified)	1.17.03	Program Oversight
1.05.04	FOIA Compliance	1.08.16	Nuclear Explosive Safety	1.14.02	Information Security (classified)	1.17.04	Management
1.05.05	Graphics Production	1.08.18	Occupational Safety	1.14.03	Nuclear Materials Control	**1.18**	**Facility Engineering**
1.05.06	Written Communication	1.08.19	Operations Saftey	1.14.04	Personnel Security	1.18.01	General Facility Engineering
1.06	**Contracting**	1.08.20	Radiation Protection	1.14.05	Physical Security	1.18.02	Property Transfer
1.06.01	Contract Administration	1.08.21	Sr. Technical Safety Management			1.18.03	Real Property Asset Mgmt
1.06.02	Contracting Assistance	1.08.22	Technical Training			1.18.04	Facility Energy Efficiency
1.06.03	Contractor Industrial Relations	1.08.23	Ventilation			**1.19**	**Project Execution**
1.06.04	Facility Transition	1.08.24	Facility Oversight			**1.20**	**Collateral Duties**
1.06.05	Source Evaluation	**1.09**	**Financial Management**			1.20.01	Union Representative
1.06.06	Performance Incentives	1.09.01	General Financial Mgmt			1.20.02	Long Term Detail
1.06.07	Property Management	1.09.02	Budget Execution			**1.21**	**Unmapped Functions**
1.06.08	Real Estate	1.09.03	Budget Formulation				
1.06.09	Small Business Porgram	1.09.04	Budget Analysis				
1.06.10	Financial Assistance (Grants)	1.09.05	Accounting				
1.06.11	Acquisition Policy	1.09.06	Cost/Price Analysis (post-award)				
		1.09.07	Financial Analysis				

Attachment B - DEFINITIONS

- **Attrition Rate**: Employee losses (expressed as a percentage) due to retirements, resignations, reassignments, deaths, etc., in a fiscal year. Retirements are included in the attrition rate, but are analyzed and projected separately.
- **Baseline**: The total number of staffed, permanent positions identified at the beginning of a given period.
- **Competencies:** Knowledge, skills, and abilities (i.e., underlying characteristics) associated with EM positions or functions. These are observable and measurable expertise needed to perform a task.
- **FTE (Full Time Equivalent)**: A FTE (or work year) equals 2,080 work hours, which is equivalent to one year's full time work schedule (no overtime). A FTE is how many hours are worked - not how many employees do the work.
- **Mission Critical Occupations (MCO):** Occupations that most directly have an effect EM's ability to accomplish its mission (**Note:** MCO's can vary from EM office. The MCOs are defined by OPM, DOE, or by the specific needs of the project at an office/a site. These are to be addressed.). They are represented by OPM professional/technical and administrative series. Examples of MCOs include (but are not limited to) Contract Specialists (1102 series); General Engineers (0801 series); and Human Resources Specialist (0201 series).
- **Mission Critical Competencies (MCC):** Key competencies – specifically, the knowledge, skills, and abilities (i.e., underlying characteristics) associated with EM positions or functions (i.e., MCOs). These are observable and measurable expertise needed to perform a task.
- **Number of Employees/Number of staff:** "Whole people" and equates to how many employees do the work and/or are needed to do the work.
- **Talent Management Strategy**: A strategy that addresses MCO and MCC gaps by implementing and maintaining programs to attract, acquire, develop, promote, and retain quality talent consistent with Federal, DOE, and EM policies and other requirements.).
- **Workforce Planning**: A set of analyses and processes designed to evaluate the following questions:

  → Does EM have the right number of employees/staff and the right type of workforce to perform the organization's current work?
  → Does EM have the right number of employees/staff and the right type of workforce to perform the organization's work in the future?
  → If not, what recommendations can be made to address the future gaps and challenges?

- **Workforce Demand**: Refers to the workforce required to perform work. It is a measurement of how many staff of a given type is needed to perform EM's work now and in the future.
- **Workforce Supply**: Refers to the workforce available to perform work.
- **Gaps and Surpluses:** Calculated differences between workforce demand and workforce supply:

→ *Gaps* indicate a shortage of staff to perform the work. Gaps signal an organization's existing, or possible work "backlogs" (e.g., work waiting to be performed).
→ *Surpluses* indicate an excess of staff for the amount of work available.

Attachment C - Computation of Retirement Eligibility

Retirement eligibility is determined based on factors including type of retirement system, age, length of service, and minimum retirement age, as described below.

Civil Service Retirement System (CSRS) employees are eligible to retire if they are:
a) At least 55 years of age and have at least 30 years of service; or
b) At least 60 years of age and have at least 20 years of service; or
c) At least 65 years of age and have at least 5 years of service.

Federal Employees' Retirement System (FERS) employees are eligible to retire if they are:
a) Of minimum retirement age (MRA) and have at least 30 years of service; or
b) At least 60 years of age and have at least 20 years of service; or
c) At least 62 years of age and have at least 5 years of service; or
d) Of minimum retirement age (MRA) and have at least 10 years of service (with a reduced annuity).

Attachment D - Succession Planning Worksheets Guidance/Key

Key Competency and/or Proficiency Levels for Position (List 3 – 5)

Enter the certification level required for the job and/or 3 – 5 skill requirements from the attached EM Universal Product and Services List.

Vacancy Potential

What is the likely timeframe within which the position will be vacated due to retirement, promotion, another job, long term detail, rotational assignment, etc.?

A = 1 year
B = 3 years
C= 5 years
D = > 5 years

Criticality

What is the importance for a new incumbent to "hit the ground running" vs. being fully functional in 6 – 9 months? Could the position be filled with an entry/mid, journey, or expert level incumbent?

1 = Critical – Expert Level
2 = Important – Journey Level
3 = Normal – Entry/Mid-Level

Strategy for Addressing the Criticality Gap

What is the most likely strategy for ensuring this position is filled with a qualified/skilled incumbent?

1 = Recruitment
2 = Development
3 = Retrain
4 = Restructure
5 = General Services Support Contract

Succession Planning Priority

If all the positions in your organization were vacant, how would you set the priority for closing the gaps?

1 = Critical
2 = Important
3 = Normal

Backup Capability

If the position becomes vacant, to what degree do you have existing backup capability to ensure the essential work continues to get done?

1 = Full
2 = Partial
3 = None

Attachment E - Succession Planning Worksheet Sample

The following worksheet was used by managers/supervisors to identify and forecast possible departures, criticality of the positions, and intended strategy for replacing the incumbent.

Office: Date:

POSITION TITLE	KEY COMPETENCY AND/OR PROFICIENCY LEVELS FOR POSITION (LIST 3 TO 5)	1. VACANCY POTENTIAL	2. CRITICALITY	3. STRATEGY FOR ADDRESSING CRITICALITY/ GAP	4. SUCCESSION PLANNING PRIORITY	BACKUP CAPABILITY	INCUMBENT

Attachment F – EMCBC Organization Chart