



MANAGING HUMAN CAPITAL

WORKFORCE PLAN

June 2004

Preface

The overall framework and content for this workforce plan was derived from the extensive efforts of two Office of Science initiatives: The *OneSC* Project and our 2004 Office of Science Strategic Plan¹. Together, these two initiatives provide a well-defined roadmap that details our plan for the future and management of our basic science research portfolio.

We are committed to using sound Human Capital Management principles to guide us as we continue to realign our workforce functions, roles, and responsibilities under the *OneSC* approach. This workforce plan details the initial steps we are taking to ensure that our current and future workforce has the required skill sets necessary to meet the mission of the Office of Science.

¹ For more detailed information on the *OneSC Project*, please contact Ed Cumesty our *OneSC Project Manager* at (202) 586-5430 or visit <http://www.screstruct.doe.gov/index.html>. For more information on the 2004 *Office of Science Strategic Plan*, please contact Bob Vallario at (202) 586-9942 or visit the web site at <http://www.er.doe.gov/>.

Executive Summary

On January 5, 2004, the Secretary approved a full-scale reorganization of the Office of Science (SC). This complex-wide realignment implements sweeping changes to the SC organizational structure and reporting relationships that respond to the direction and vision provided by the President's Management Agenda. It has enabled us to establish a clear set of integrated roles, responsibilities, accountabilities and authorities that encompass our SC Headquarters, Site Offices, and both the Chicago and Oak Ridge Offices.

Our Business Vision holds that within 2 – 4 years we will have a well-managed, diverse, responsive and accountable workforce with management layering kept to a minimum, consistent with good business practices that use streamlined processes to accomplish the SC mission. We have established clear lines of authority and accountability. Policy, direction, and scientific program management comes from SC Headquarters. Program implementation occurs through our field Site Offices at the SC laboratories and through our Integrated Support Center. Respective Site Office Managers are the Contracting Officer and single point of Federal accountability for their laboratories and have a direct reporting relationship to the Director of Science. Our Integrated Support Center provides specific best-in-class administrative, business, and technical services in support of the entire SC complex and to other DOE elements as appropriate.

Our 2004 Workforce Plan sets forth the direction we are taking to employ a broad range of human capital management strategies under the auspices of our *OneSC* initiative. As you read our workforce plan, you will see that our *OneSC* human capital management strategy is designed to encourage open dialogue and workforce participation to ensure that SC can continue to effectively fulfill its responsibilities in the context of the overall DOE mission.

Finally, to add context to our future human capital management strategies, we include a historical compendium of SC's completed workforce management activities, achievements, and overall progress from FY 2001 through the 3rd Quarter of FY 2004.

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The Office of Science: An Introduction

Our Key Roles

We sponsor and manage over \$3 billion in basic science research, grants, and science facility operation and construction. We play five key roles in the U.S. research enterprise, which reflect national priorities set by the President and the Congress, our commitment to the Department, and the views of the U.S. scientific community.

- We support the missions of the Department, delivering the scientific knowledge for solutions to our Nation's most critical energy and environmental challenges.
- We are the Nation's leading supporter of the physical sciences, which includes physics, chemistry and materials science, and support to various segments of U.S. research in climate change, geophysics, genomics, life sciences, and science education.
- We are the stewards of world-class scientific tools, building, and operating major research facilities for use by the world's scientific community.
- We are the lead Federal agency for the creation of leadership class computational facilities for open science, enabling solutions to problems in science and industry not attainable by simple extrapolation of existing architectures.
- We support a diverse set of researchers, including those at more than 280 universities in every state in the Nation, scientists and technicians at the DOE national laboratories and in industry.

Additionally, we make extensive use of scientific peer review and Federal advisory committees to develop general directions for research investments, to identify priorities, and to determine the very best scientific proposals to support.

As the Nation's principal supporter of graduate students and postdoctoral researchers just beginning their careers, about 50 percent of this research funding goes to support research at 280 colleges, universities, and institutes nationwide. Each year more than 18,000 researchers from universities, other government agencies, and private industry use these facilities. Finally, we oversee the construction and operation of some of the Nation's most advanced research and development user facilities which are located at our national laboratories and universities. These include particle and nuclear physics accelerators, synchrotron light sources, neutron scattering facilities, supercomputers, and high-speed computer networks.

Our Laboratories and Research Facilities

We manage 10 world-class national research laboratories. The national laboratory system, created over a half-century ago is the most comprehensive research system of its kind in the world. Five are multi-program facilities performing work for other Departmental programs as well.

- Argonne National Laboratory
- Brookhaven National Laboratory
- Lawrence Berkeley National Laboratory
- Oak Ridge National Laboratory
- Pacific Northwest National Laboratory

The other five are single program national laboratories are fully dedicated to SC sponsored research.

- Ames Laboratory
- Fermi National Accelerator Laboratory
- Thomas Jefferson National Accelerator Facility
- Princeton Plasma Physics Laboratory
- Stanford Linear Accelerator Center

SC Mission

Within the context of the five key roles discussed above, the Office of Science refined its mission statement in FY 2004 in line with the Nation and Department's changing priorities. As such, SC seeks to deliver the remarkable discoveries and scientific tools that transform our understanding of energy and matter and to advance the national, economic, and energy security of the United States.

Business Vision

We have been and will continue to employ a broad range of human capital management strategies under the auspices of our *OneSC* initiative. Restructuring a \$3 billion research program with a Federal workforce of nearly 900 people and a set of irreplaceable national research assets is an endeavor we take seriously. The building blocks of this initiative are the dedicated people of SC and our human capital management objective is to make the most effective and productive use of their knowledge, skills, and abilities. In FY 2002, we developed the following Business Vision and further refined it in FY 2003.

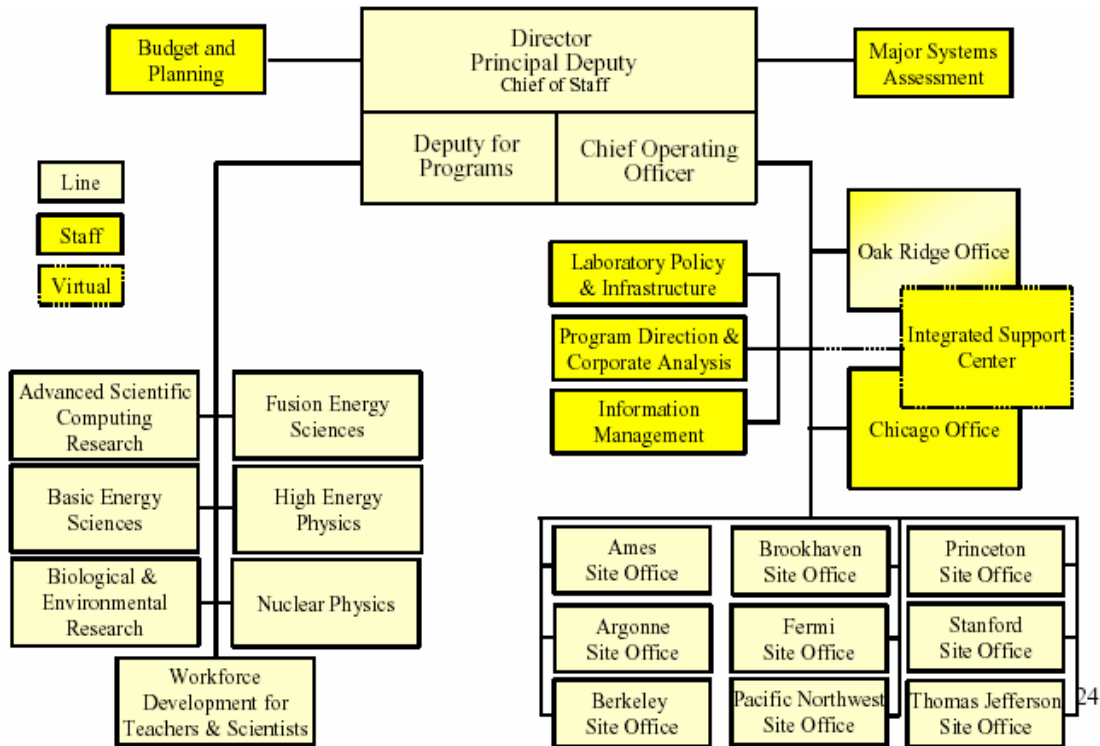
Our Business Vision holds that within 2 – 4 years we will have a well-managed, diverse, responsive and accountable workforce with management layering kept to a minimum, consistent with good business practices that use streamlined processes to accomplish the SC mission. We have established clear lines of authority and accountability. Policy, direction, and scientific program management comes from SC Headquarters. Program implementation occurs through our Site Offices at the SC laboratories and through our Integrated Support Center. Respective Site Office Managers are the Contracting Officer and single point of Federal accountability for their laboratories and have a direct reporting relationship to the Director of Science.

Our Integrated Support Center provides specific best-in-class administrative, business, and technical services in support of the entire SC complex and to other DOE elements as appropriate. Each streamlined process will be the responsibility of a single process owner and will be available to all users at their desktops in a web-based system. Requirements placed on the Federal staff and those passed by contract to the laboratories will reflect the best business practice appropriate to the situation with maximum reliance on national standards to establish requirements and performance criteria and external authorities to validate system integrity. Our *OneSC* human capital management strategy encourages open dialogue and workforce participation so that the Office of Science can effectively fulfill its responsibilities in the context of the overall DOE mission.

SC Organization

On January 5, 2004, the Secretary of Energy approved a full-scale reorganization of the Office of Science. This complex-wide realignment implements sweeping changes to the SC organizational structure and reporting relationships that respond to the direction and vision provided by the President's Management Agenda (PMA). It has enabled us to establish a clear set of integrated roles, responsibilities, accountabilities and authorities that encompass our SC Headquarters, Site Offices, and both the Chicago and Oak Ridge Offices. See figure below.

Figure 1 - OneSC Organization & Reporting Structure



SC's Program Policy, Management, Support, and Oversight

The Office of Science has a Federal workforce of 874 employees who manage, oversee, implement its policies, and support our research portfolio. Under the *OneSC* construct we accomplish this through seven interdisciplinary program offices and five staff functions located in Washington DC and Germantown MD, two Support Offices, and nine Site Offices located in the field.

Immediate Office of the Director

The Office of the Director and Principal Deputy Director includes three staff functions in its on board staffing count².

- Chief of Staff

² On-board staffing count includes SC HQ human resource and staffing budget support personnel.

- Deputy for Programs
- Chief Operating Officer

Headquarters Staff Offices

- Budget and Planning Office
- Major Systems Assessment
- Laboratory Policy and Infrastructure
- Program Direction and Corporate Analysis
- Information Management

Headquarters Program Offices

- The Office of Advanced Scientific Computing Research
- The Office of Basic Energy Sciences
- The Office of Biological and Environmental Research
- The Office of Fusion Energy Sciences
- The Office of High Energy Physics
- The Office of Nuclear Physics
- The Office of Workforce Development for Teachers and Scientists

Chicago and Oak Ridge Offices (Integrated Support Center)

- The Chicago Office located in Chicago, Illinois
- The Oak Ridge Office located in Oak Ridge, Tennessee³

Site Offices

- Berkeley Site Office
- Pacific Northwest Site Office
- Argonne Site Office
- Ames Site Office
- Thomas Jefferson Site Office
- Brookhaven Site Office
- Fermi Site Office
- Stanford Site Office
- Princeton Site Office

For the purposes of this plan, which includes a comparative analysis of our workforce demographics, we have grouped our Federal workforce into two major groupings: SC Headquarters, which includes our HQ program and staff functions and by SC Field, which is further subdivided by the Chicago, Oak Ridge Offices, and the nine Site Offices. The

³ As its primary function, the Oak Ridge Office continues to provide DOE-wide support through its five National Centers of Excellence (e.g., Financial and Business Services for Precious Metals and Recycling, etc.), but it will also merge its existing support to SC with the Chicago Office to become a *virtual* and integrated business support center.

figure below details the workforce staff levels for these two major groupings of SC functional elements as of May 2004.

Figure 2 - Office of Science On Board Staffing Levels

SC HQ On Board

Office of the Director & HQ Support Elements	43
Budget and Planning	23
Laboratory Policy and Infrastructure	25
Information Management	10
Workforce Development for Teachers & Science	6
Advanced Scientific Computing Research	73
Basic Energy Sciences	43
Fusion Energy Sciences	24
Biological and Environmental Research	31
High Energy Physics	24
Nuclear Physics	12
Total SC HQ	314⁴

SC Field Elements

Chicago On Board		Site Office On Board		Oak Ridge On Board	
Chicago Manager	10	Ames Site Office	2	Oak Ridge Manager	9
Office of Technical Services	29	Argonne Site Office	23	Public Affairs Office	3
Office of Chief Financial Officer	28	Berkeley Site Offices	12	Office of Chief Counsel	20
Office of Chief Counsel	25	Brookhaven Site Office	21	Safeguards and Security	23
Mgt. and Administration	29	Fermi Site Office	15	Partnerships & Program Development	16
Acquisition and Assistance	46	Pacific Northwest Site Office	34 ⁵	A/Manager for Financial Mgt.	64
Program and Project Management	5	Princeton Site Office	11	A/Manager for Laboratories	23
Total Chicago	172	Stanford Site Offices	12	A/Mgr for ESH & Emergency Mgt	44
		Thomas Jefferson Site Office	11	A/Manager for Administration	78
		Total Site Office	141	A/Manager for EM	1
				Total Oak Ridge	281

OneSC Project

As the Department and Nation's priorities changed over the last 10 years, it had proven difficult for us to achieve our mission objectives successfully within our organizational and management make up while at the same time satisfying requirements that were often

⁴ SC HQ on board count includes 57 SC funded positions managing our OSTI responsibilities located in Oak Ridge, TN. At this time, the 57 positions are included with the HQ Advanced Scientific and Computing Research program.

⁵ Though realignment of functions and staff from EM to SC occurred prior to FY 2004, SC will begin to fund the Pacific Northwest Site Office staff in FY 2005.

inappropriate, duplicative, or of far less value than the cost of compliance. This problem was further aggravated by organizational complexities and process inefficiencies within both SC and DOE-wide. Too often, the result was a less efficient operation with poorly defined roles and responsibilities and unclear lines of authority and accountability.

To address these long standing difficulties, SC is currently undergoing a major structural shift in its organization and management construct. This restructuring initiative, better known to the SC workforce as *OneSC*, embraces the changes envisioned by the PMA to manage government programs more economically and effectively. The *OneSC* restructuring and reengineering initiative is producing a streamlined organization optimized to successfully accomplish the SC mission, taking unnecessary work out of the system, enabling our workforce to be more productive, supporting improved laboratory contractor performance, and ultimately driving down the cost of doing business in both our Federal and contractor operations.

OneSC directly responds to the PMA by reducing layers of management, streamlining decision-making processes, clarifying lines of authority, and using our resources more efficiently. *OneSC* provides a management environment for our workforce where our success and high performance can continue in the face of changing resource requirements and societal needs. *OneSC* has three distinct phases, the first of which commenced in July 2002 through FY 2004.

- Phase 2: Human capital analysis and reengineering of SC business and management operations and processes. This phase began with the Secretary's approval of the new organizational structure in January 2004 marks the beginning of a complex wide human capital analysis of our workforce and organizational needs as defined by the new roles, responsibilities, authorities and accountabilities.
- Phase 3: Project closeout and transition to full operation. During Phase 3, a fully realigned and revitalized Office of Science transitions to full operations. This is a three-month transition from the completion of Phase 2.

The Impetus behind the *OneSC* Initiative: Historical Perspective

Senior Working Group Review: SC Organization and Management

In late 2001, SC convened a senior working group to review and analyze the SC-wide organizational and reporting structure and relationships. Throughout SC, various complexities and inefficiencies had begun to manifest in overlapping functional roles and programmatic responsibilities as evidenced through duplications of process and staff effort. Additionally, other Departmental structural changes had also begun to affect SC's ability to manage its programs and offices in the field effectively. For example, using the National Nuclear Security Administrations' (NNSA) Service Center to support two SC Site Offices (Stanford and Lawrence Berkeley) was no longer an available support option for SC because of NNSA's decision to close its Oakland office.

The *OneSC* team was established in early FY 2002 as a result of the SC working group's preliminary finding that a more thorough review and analysis of our management and organizational structure was needed. This team was charged with carrying out highly detailed analyses of the roles, responsibilities, authorities, and accountabilities for SC Headquarters, the Oak Ridge and Chicago Operations Offices, including the various site and area offices. The *OneSC* project manager formed separate but integrated teams that drew upon the talents and experience of the SC workforce. This was a time-consuming process, but yielded a good understanding of how SC performs work, as well as insight into many of the problems and issues presented by the sometimes-confusing lines of authority and an overly complex structure. The *OneSC* review exposed many of the workforce management deficiencies identified within the President's Management Agenda.

Inefficiencies Uncovered

The lack of clarity on SC roles, responsibilities, authorities, and accountabilities, which SC has termed as R2A2's⁶ was quickly identified as a root cause of the communications and coordination problems, which frequently frustrated staff throughout SC. The identification, classification and *OneSC* analysis of SC-wide R2A2's was completed November 16, 2002. In defining the former or "As Is" condition of the SC organization, the *OneSC* team found considerable variation in these R2A2's for comparable SC organizations.⁷ The "As Is" condition reports were necessary to determine the gaps in the SC R2A2s and to understand the current reporting SC relationships. These reports became the basis for the *OneSC* restructuring leading to the current SC organization. In addition, there was confusion concerning line management and staff management roles. SC HQ offices contained an assortment of policy and program development and implementation responsibilities. Understanding of the interrelated roles of HQ and the field varied widely throughout SC.

Significant variation existed in reporting relationships as well for the SC Site/Area offices and their associated Operations offices. Two of the Site offices reported to SC Headquarters while the remaining eight Site offices reported through the Operations offices. The two Site offices that reported to SC HQ received technical and business management support from the NNSA Service Center located in Oakland, CA. One Site office reported to and received technical and business management support from the Richland Operations Office, which in turn reported to the Office of Environmental Management (EM). Five Area (now Site) Offices reported to the Chicago Operations office (CH) Manager and received technical and business management support from CH. Two Site Offices reported to the Oak Ridge Operations office (OR) at an Assistant Manager level. The CH Manager and the OR Manager reported to the Science Director. The level of support to Site Offices from the different Operations offices also varied significantly.

An important variation in management approach among the field organizations involved Contracting Officer authorities and placement. In many cases, there was not a single point of contact and authority between DOE and the management and operating (M&O)

⁶ See the full listing of the Office of Science R2A2's at <http://screstruct.doe.gov>.

⁷ For a detailed analysis, see the "As Is" Condition Reports for the Office of Science complex at <http://screstruct.doe.gov>.

contractor at a laboratory.⁸ Business practices varied widely and unique business systems proliferated. Such differences made coordination across the SC organization challenging and improvements in systems increasingly difficult.

The *OneSC* team worked with SC senior leadership to define a new integrated organization structure, and to redefine R2A2s for all SC Headquarters and Field organizations in order to address these management issues thus ending the Phase 1 component of the *OneSC* realignment.

A Path Forward: Revitalizing the Office of Science

An Integrated Organizational and Reporting Framework

Resulting from the *OneSC* team's analysis and recommendations, the SC is making specific changes to its organization and reporting relationships that respond to the direction and vision provided by the PMA. The Secretary of Energy approved the new SC structure in January 2004. SC's organization was set up to facilitate the communication and implementation of clearly defined and integrated R2A2's encompassing the HQ organization, our nine Site offices, the Oak Ridge and Chicago offices, and the Integrated Support Center (ISC). A level of management has also been eliminated in the field. Policy, direction, and scientific program development and management functions are in HQ, while program execution and implementation functions are in the Field.

The Science Director and the Principal Deputy Director lead this newly integrated SC organization. At SC HQ a consolidated Budget and Planning Office, a Major Systems Assessment Office, and the Office of the Chief of Staff report directly to the Science Director through the Principal Deputy Director. Additionally, a newly established Chief Operating Officer (COO) works with the Director and Principal Deputy Director to complete the SC executive leadership team.

The six major program offices report directly to the Deputy for Programs, a newly established dual-capacity position filled by the Principal Deputy Director. Open communications between the six program Associate Directors and the Science Director continues to be encouraged.

In May 2004, the Science Director assigned all SC operational and support component organizational responsibilities to the COO. A newly established Deputy COO and a small expert staff enable the COO to manage the SC operating elements more effectively. The COO's staff includes a Field Coordinator who provides senior-level staff support to the COO, Deputy COO, Laboratory Site Managers, and the Oak Ridge and Chicago Managers. The Field Coordinator's responsibilities include ensuring the accomplishment of routine, day-to-day, HQ-related actions; working problems on behalf of the operational leadership team for decision by the SC program Associate Directors; and maintaining the level of communication and coordination needed among these principals to enable their effective and timely response to emerging operational issues. A Senior Acquisitions Advisor and a Senior Safety-Security Advisor are included on the COO's staff.

⁸ See the March 2004 memorandum from the DOE procurement officer, delegating HCA authority to the SC Chief Operating Officer.

Responsibility for SC-wide issues and operational policy remains at SC HQ. These responsibilities include management of the workforce program direction and infrastructure budgets, and setting laboratory, ES&H, and safeguards and security policy for SC within the framework set by the Department. To the extent practical, the SC Director is working with the Office of Management, Budget, and Evaluation (ME) office to reassign all implementation and support functions currently performed by the SC HQ elements to the Chicago Office. We anticipate an agreement between ME and SC in the fourth quarter of FY 2004. This principally includes the former SC HQ human resources and contracts functions. Though the actual support staffs remain at SC HQ, we are working to incorporate the functional elements into the appropriate elements at Chicago.

Integrated and *Virtual* Support

The SC Integrated Support Center (ISC), a *virtual* organization comprised of the combined support capabilities of the Chicago and Oak Ridge offices, provides administrative, business, and technical services in support of the entire SC complex. A management council chaired by the COO and consisting of the Chicago and Oak Ridge Managers, an Associate Director, and two Site Managers, ensures the ISC provides best-in-class services that are consistent with DOE policy, responsive to mission needs, and represent the most cost effective use of the combined Chicago and Oak Ridge capabilities. In addition to being members of the SC virtual support center, Chicago and Oak Ridge operate assigned DOE Centers of Excellence in support of Department-wide interests, and are available to support non-SC customers. The Chicago and Oak Ridge Managers report directly to the COO.

Federal Contracting Accountability

The Department's Senior Procurement Executive delegated Head of Contracting Activity (HCA) authority to the SC COO. Each of the Site offices has at least one fully credentialed Contracting Officer. In addition, each Site Office Manager holds an Administrative Contracting Officer warrant with sufficient authority to administer the laboratory M&O contract and be clearly established as the single point of Federal accountability for that contract. Each Site Office Manager shares an important responsibility with the program Associate Directors by providing SC Principals with insights on evolving operational, program, and performance issues or as we like to say, a "sense of the laboratory." Site Office Managers report directly to the SC COO.

The SC Restructuring recognizes the unique responsibilities of the Oak Ridge Manager. On November 1, 2002, the Science Director announced that as part of its *OneSC* restructuring initiative, SC would retain a single site manager at the Oak Ridge Reservation who reports directly to SC HQ and continues to be responsible for all Departmental operations, excluding the work performed by NNSA. In keeping with this announcement, the Oak Ridge Office is the single point of management for all non-NNSA activities assigned to Oak Ridge, and provides support for its own activities as well as support to the NNSA Y-12 Office. Oak Ridge also provides support to elements of SC outside Oak Ridge as part of this virtual ISC.

Workforce Development

When the *OneSC* project was initiated, the Science Director made it clear to the SC workforce that any future realignment of functions or personnel shifts would not cause involuntary Reductions in Force (RIFs) as long as the Federal appropriations continued to meet the SC workforce funding requests. Current funding levels have remained sufficient to support the SC workforce and we anticipate that the FY 2005 funding will remain sufficient as well.

In early FY 2001, SC's leadership began evaluating the SC workforce to determine its overall ability to capably meet SC's future mission needs. This became an imperative as we redefined and shifted our R2A2's while our personnel base continued to expand as a result of other Departmental functional realignments. That is, EM transferred 46 existing staff from its Richland office to SC, thus forming the SC support team duty-stationed at our newly established Pacific Northwest Site Office (PNSO). Second, an additional increase of 20 positions occurred as discussed earlier because of the closure of the NNSA Oakland Office. These 20 former NNSA employees continue to administer a portion of SC's university research grants, and provide business and technical support to the Berkeley and Stanford Site Offices. SC and NNSA have worked together to minimize disruption during the phase out of the Oakland Office.

The SC structural and responsibility changes resulting from the Phase 1 *OneSC* implementation has involved some near-term training and personnel costs. Our primary training requirement is to ensure that our Site Managers are qualified with an administrative contracting officer warrant. The DOE Office of Procurement and Assistance Management staff has worked with us to establish the training requirements appropriate to the expanded role for Site Managers. Other training issues are being studied via Phase 2 reengineering and human capital management assessment of work. For example, a training curriculum is being designed in FY 2004 to ensure that the roles of program managers, contracting officers, and contracting officer's representatives are clearly understood with regard to interaction with and giving direction to laboratory contractor staff. The objective is to facilitate working relationships that maintain contractor accountability while respecting the need for open discussion of scientific issues and programmatic progress and plans.

Business Systems Reengineering

An SC leadership team is preparing project plans to reengineer our complex-wide business systems. This effort is beginning to optimize the SC business practices, taking unnecessary work out of the system, enabling our Federal workforce to be more productive, supporting improved laboratory contractor performance, and ultimately driving down the cost of doing business in both our Federal and contractor operations. We have proposed the use of a standards-based management system based on a developmental version employed by NNSA. The Office of Science Integrated Business System (OSIBS) would enable SC to reengineer and maintain best-in class processes and make them available to all users regardless of location as a web-based communications tool. The fulfillment of these plans will enable the SC Integrated Service Center to act as a single entity without regard as to whether Chicago or Oak Ridge personnel are providing support.

SC leadership is engaged in discussions on next steps, including complex wide project plan development, budget formulation and the full OSIBS implementation schedule. Our challenge here is to methodically schedule and coordinate the design, development, and implementation schedule to ensure that our workforce can continue to meet its mission unimpeded.

Workforce Management

Summary Results: Organization, Management, and Authorities

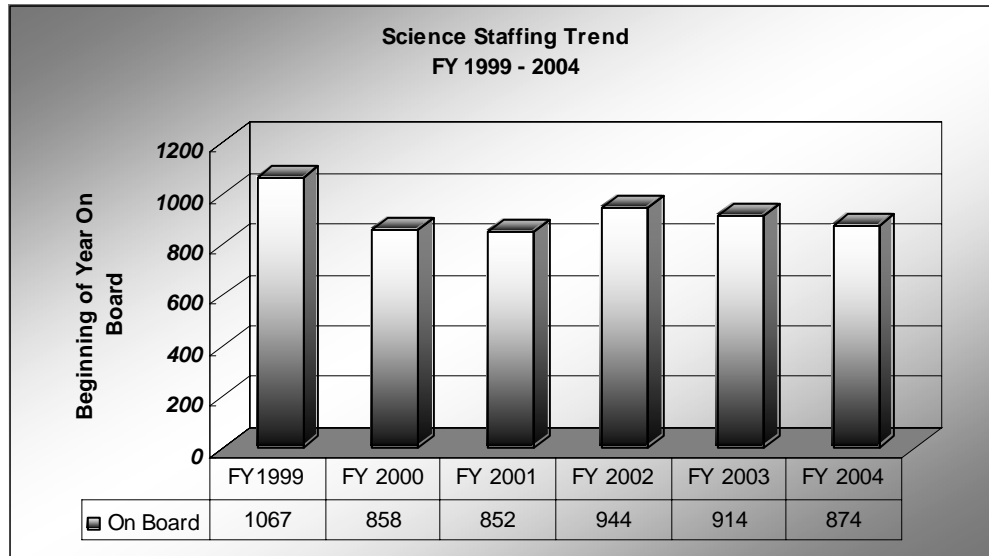
On January 5, 2004, the Secretary approved a full-scale reorganization of SC. This complex-wide realignment formally set in motion sweeping changes to the SC organizational structure and reporting relationships that respond in earnest to the direction and vision provided by the PMA. Through this reorganization and the following achievements resulting from the *OneSC* initiative, our workforce is on course to begin meeting its future mission needs effectively. SC realized the following workforce management results its FY 2004 complex wide analysis.

- Secretarial approved organizational and management structure.
- Clarified SC HQ role as that of policy, direction, and scientific program development and management, and the Field role as that of program implementation.
- Eliminated layer of management between the Science Director and the laboratory Site Managers and in parts of SC HQ.
- Increased the supervisory-to-employee ratio at the program Associate and Office Director Level.
- Established a clear set of integrated R2A2's encompassing SC HQ, our nine Site offices, the Chicago and Oak Ridge Offices, and the ISC.
- Delegated appropriate SC authorities aligned with approved R2A2s.
- Moved the Head Contracting Authority to SC HQ.
- Established a consolidated single point-of-contact and authority for M&O laboratory contract management.
- Established contracting officer authority at each Site office and a process to train and warrant all Site Office Managers as administrative contracting officers.
- Integrated Site Office Managers with SC Headquarters.
- Established an effective mechanism for providing a "Sense of the Laboratory" to SC leadership.
- Established a *virtual* and integrated support center using the combined capabilities of the Chicago and Oak Ridge Offices.
- Assessed top leadership positions within the *OneSC* framework.
- Appointed senior leadership to critical positions in the new organization and management structure.
- Established a COO position and appointed existing senior leader.
- Establish a Deputy COO position.
- Established and recruited three SES executive level Site Managers positions.
- Integrated our program, operational, and support elements without involuntary workforce relocations, separations or reductions-in-force.

SC Workforce Demographics: A Snap Shot

The following section provides a comparative summary of the key demographic features of our workforce as of FY 2004.

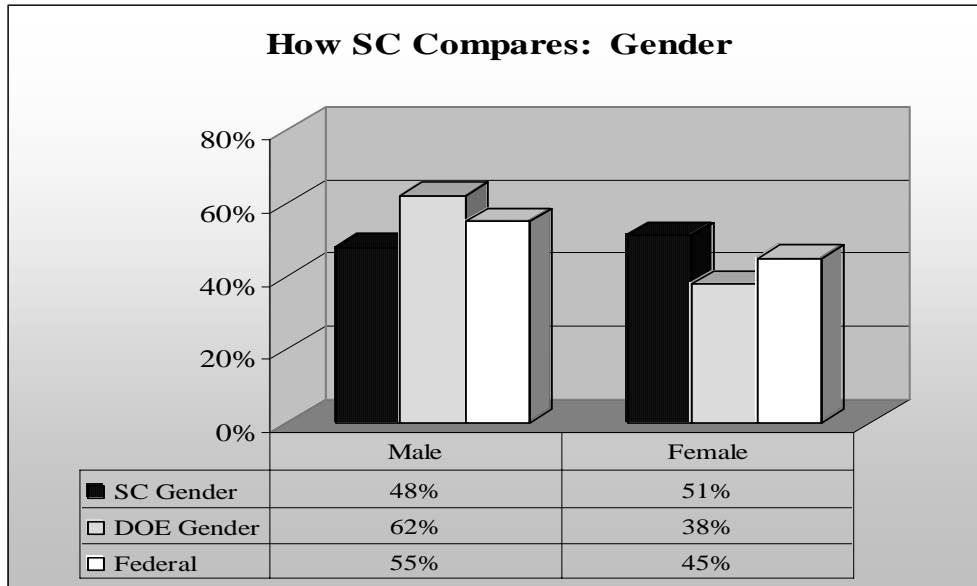
Figure 3 - Staffing On Board Personnel Trend



Workforce Trend:

- Figure 3 shows that our on board staffing has declined from 1,067 in FY 1999 to 874 employees in FY 2004. This is an overall decrease of 18 percent. Though it appears that our attrition rate over this period is almost 20 percent, there have been several notable shifts of personnel and realignment of Department wide functions at our field locations. A specific example of this shift occurred with the establishment of the Department's National Nuclear Security Administration (NNSA) organization bringing with it the eventual realignment of functions and positions in FY 2002. Additionally, we have also been the recipient of Department wide realignment of functions and personnel.

Figure 4 - SC Gender Comparison



Workforce Gender:

- Women are well represented within our workforce (51%) and slightly outnumber men (48%). Comparatively, we have substantially more women than both DOE (38%) and the Federal civilian workforce (45%). However, as Figure 5 below depicts, we have fewer women represented at the higher grade levels. Though women represent 51 percent of our workforce, they only encumber 23 percent of the GS-13 through GS-15 grade level positions. Men (41%) encumber almost twice as many higher grades than women do. Conversely, women comprise 26 percent of our workforce at grades GS 4–12, whereas men encumber only 6 percent of these grades.

Figure 5 - SC's Gender by Grade Level

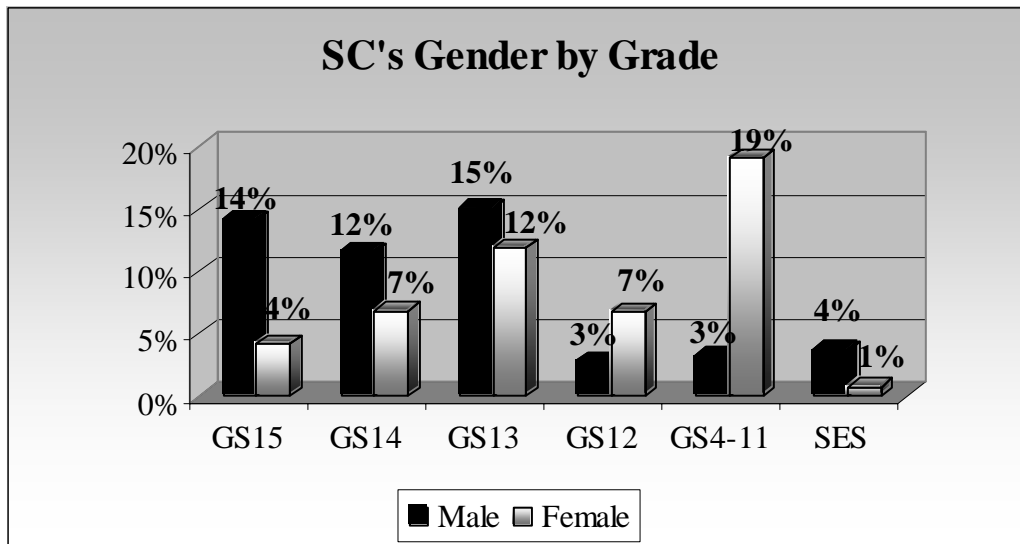
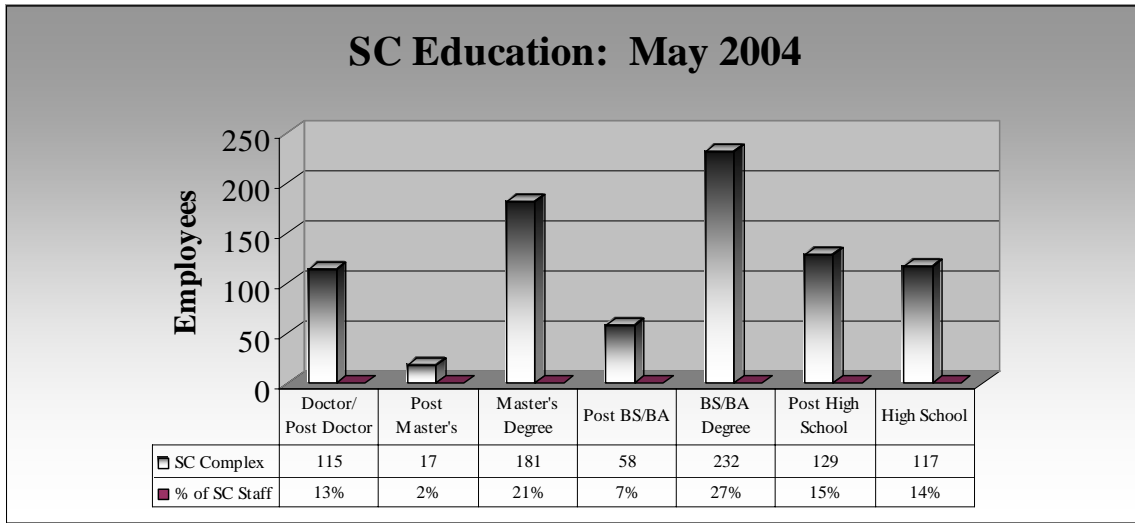


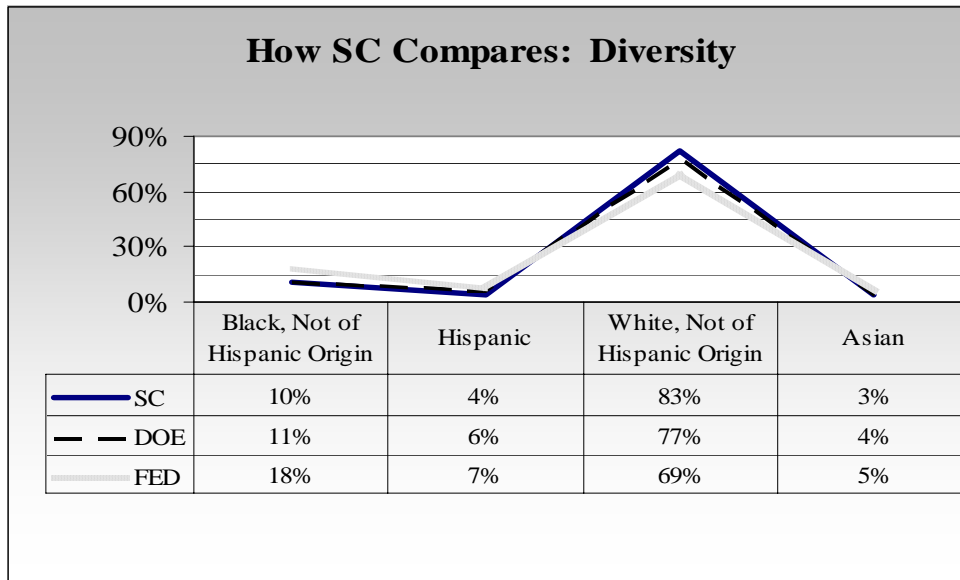
Figure 6 - SC and Education



SC's Education:

- We are highly educated with 43 percent of our workforce having been educated beyond a 4-year degree. Taking this a step further, if we include those who have a 4-year degree and above, we can now include a full 70 percent of our workforce. Remarkably, this illustrates the type of professional that we must recruit, employ, and continuously develop to meet our mission.

Figure 7 - SC's Workforce Diversity

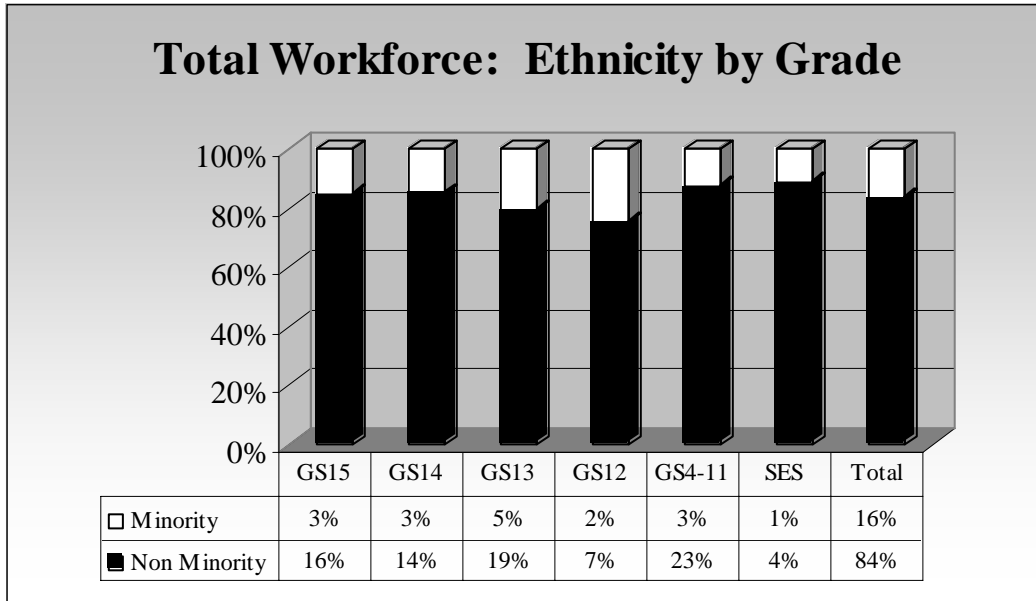


Diversity of Workforce:

- Figure 7 shows that approximately 17 percent of our workforce self-describes itself as a minority. Though we are statistically even with the DOE workforce (21%) in this category, we lag far behind the overall Federal civilian workforce (30%) among those

who categorize themselves in this manner. Comparatively, we are considerably over represented with employees who categorize themselves as a non-minority (83%) when compared to the DOE workforce (77%) and the Federal civilian workforce (69%).

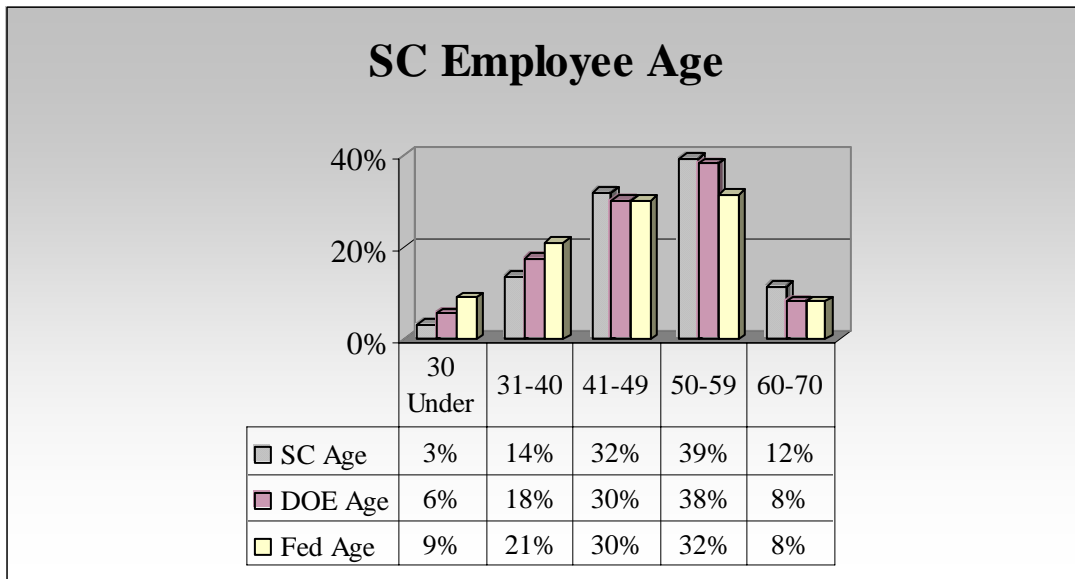
Figure 8 - SC Ethnicity and Grade Level



Ethnicity and Grade Level:

- Figure 8 shows that sixty-nine percent of our self-described minorities are highly graded and performing work in grades GS 13-15 grade levels. Though a much larger percentage of the whole workforce (84%), fifty-eight percent of those who self-describe themselves as non-minorities are in this grade range.

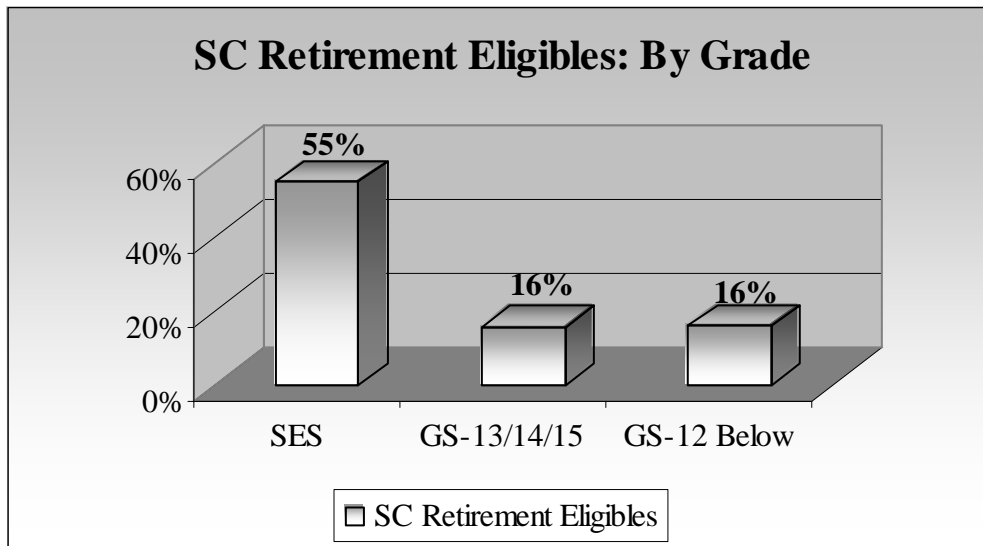
Figure 9 - SC Employee Age



Age of SC Workforce:

- The average age of our workforce (49 years) is slightly higher than both the DOE workforce (48 years) and the Federal civilian workforce (46 years). Fifty-two percent of our workforce is older than 50 years and only 17 percent are younger than 40 years. However, our workforce between the ages 31 to 49 years (46%) is close to both the DOE workforce (48%) and the Federal civilian workforce (51%). Comparatively, we have a larger percentage of our workforce older than 60 years (12%) and smaller percentage younger than 30 years (3%) than both DOE (8% and 6% respectively) and the Federal civilian workforce (8% and 9% respectively).

Figure 10 - Retirement Eligibility by Grade



Retirement Eligibility:

- Figure 10 shows that the majority of our senior executives are eligible to voluntarily retire today and have been on average since March 2000. The average age of our senior executives is 61 years.

Human Capital Management Results: Through 3rd Quarter, FY 2004

To make certain that our workforce is equipped to meet our future mission requirements under this new framework, SC is undertaking more than an organizational and reporting shift. Since FY 2001 we have been addressing a number of significant Human Capital Management efforts in a variety of ways. Complimenting our efforts to revitalize and reengineer our complex-wide R2A2's is a rigorous and ongoing analysis of our workforce needs in line with the President's Human Capital Management requirements. SC offers the following updated Human Capital Management results depicting our consolidated workforce efforts and accomplishments through the third quarter of FY 2004.

Skill Needs and Gap Analysis

Within our 2004 Workforce Management plan, we discuss how SC has been planning for its future workforce needs. However, all the major SC elements (HQ, Chicago and Oak Ridge Offices) have all conducted analyses of a full range of workforce development issues including a standardized core review of our workforce staffing and critical skill sets needed to ensure that we have the right set of professional skills, competencies and positions. The overall findings from our workforce demographic analyses highlight three interrelated areas affecting our critical skill needs response.

- We have a highly educated, technical, and aging workforce.
- Forty percent of our workforce is between the ages of 50-59 and closing in on retirement eligibility whereas only three percent of our workforce is under age thirty.
- Fifty-five percent of our senior management is eligible for voluntary retirement today and has been on average since March 2000.

Beginning in late FY 2002, the Chicago Office began developing a comprehensive human resource planning process for its individual business unit managers to help in planning for future workforce needs. As a result, the Chicago Office developed a centralized workforce planning and analysis tool implemented in FY 2003, which was used to guide its human resource planning in context with the anticipated impacts of the *OneSC* initiative.

In FY 2003, the Chicago Office conducted an extensive and systematic review of its workforce, including skill-needs requirements necessary to achieve its strategic business objectives. Chicago continues to use the results of this review to develop requisite methodologies that address identified skill gaps, staffing shortfalls and other related workforce requirements.

In March 2003, SC developed an integrated planning process to identify its workforce talent pool and inventory its overall skills mix. All SC HQ and field elements were required to conduct a staffing analysis and present their conclusions to the Science Director. In line with the *OneSC* organizational and reporting framework, each element took into consideration their respective position management issues, supervisory spans of control, employee to supervisory ratios, level of skills, and potential knowledge gaps. SC completed this workforce analysis in September 2003 and used the results to develop its SC-wide FY 2004 staffing plans. Our next steps, as we continue with the Phase 2 of our *OneSC* reengineering effort focuses on a complex wide approach to identifying our critical

competencies, skills, and gaps while we continue developing our existing employee skills and talents. SC is studying the methodology used at the Chicago Office to determine its complex-wide applicability for future SC workforce planning and implementation.

Succession Planning

In its January 2001 report, *Major Management Challenges and Program Risks: A Government-wide Perspective*, the U. S. General Accounting Office (GAO) added strategic human capital management to its list of Federal programs that were at high risk. In February 2001, the Office of Science drafted its *Blueprint for Managing Human Capital in the Office of Science – Succession Planning*.

Beginning in FY 1995 and continuing through FY 2001, SC had lost many of its senior employees to retirement and Departmental downsizing initiatives. Because SC's program budgetary priorities had taken precedent at this time, SC was unable to replace most of its departing workforce during the latter part of the 1990's. Additionally, in an effort to save on workforce costs during this period of downsizing, SC cut back on some of its basic human capital investments including professional development, training, and succession planning.

To begin addressing these shortfalls, SC drafted its *Blueprint* to provide a specific path-forward to ensure that we had the right people to perform future mission requirements capably. Through the 2001 *Blueprint*, the Science Director directed each major SC element to develop a succession plan, as well as an SES executive leadership succession component to comprise the *2001 SC Consolidated Human Capital Succession Plan*. The overall framework for SC's succession planning activities consisted of each program element conducting succession planning for positions in four principal categories. These categories were Senior Executive Service (SES) positions, scientific and technical positions (with an emphasis on program management), administrative positions, and office support positions.

More recently, SC Chicago presented a June 15-16, 2004 workshop on workforce management concepts. The intent of this workshop was to methodically engage senior managers and supervisors in succession planning. Workshop facilitators provided the participants with the tools needed to assess organizational strengths and vulnerabilities relative to achieving mission-strategic objectives and creating viable and relevant methods to help determine staffing priorities, succession planning, and essential workforce development activities. Using the FY 2003 workforce analyses as their foundational data and starting point, these SC managers and supervisors identified the following.

- Short- and long-term operational and strategic business issues affecting their workforce.
- Anticipated organizational changes to meet future business challenges through the end of FY 2006.
- Potential staffing gaps based on shortages or surplus of candidates.
- Key positions which have the greatest strategic impact on operations.
- Critical competency requirements for the key SC positions.
- Individual strengths and areas for development related to future business challenges.
- Likelihood and impact of expected turnover within the next 12 to 18 months.
- Potential retention plans for personnel identified as critical.

- Identification of internal candidates to fill vacated key positions.
- Possible recruitment strategies for positions identified as difficult-to-fill.

Our Chicago human resources staff are reviewing these workforce submissions and developing common areas of concerns and issues. The initial summary analysis and findings will be completed in July 2004. The Chicago Office has scheduled a follow-on August 19th workshop to discuss key findings, address organization-wide issues, and validate completed work.

Leadership Development

DOE, through various workforce initiatives such as those described in *Workforce for the 21st Century Plans*, has required Departmental elements to examine their workforce in view of the Department's changing and emerging missions; the need to recruit, reward, and retain high-quality individuals; and its aging workforce. Prior to, and during the *OneSC* initiative, SC prepared various strategies to address these issues. One response has been to formalize a process of succession planning and implementation through its leadership development and mentoring programs. In response to Departmental policy and according to individual site needs, SC elements have developed their own custom leadership programs as a way to promote the development of its workforce.

In August 2000, the Oak Ridge Office designed and began to administer its *Leadership 21 Program (LD21)* as a way to develop and retain employees with requisite skill sets to meet mission needs. *LD21* reflects and is consistent with the direction and guidance in DOE Order 360.1A, *Federal Employee Training*; DOE M 360.1A-1, *Federal Employee Training Manual*; and applicable Office of Personal Management rules and regulations. *LD21* has two program tracks: the Supervisory and Managerial track for employees at grade 12 and up and the Occupational Discipline Track for all other employees. The outcome of the *LD21* program is better qualified and an appropriately prepared workforce. On average, nine employees complete the *LD21 Program* each year. Currently there are 57 employees enrolled in *LD21*.

In addition to the *LD21 Program*, the Oak Ridge Office provides tuition reimbursements for educational courses related to critical skill sets identified via its workforce analyses. SC views tuition reimbursement as a cost-effective method to incrementally ensure that relevant and current training is provided to those employees who may be fully trained but in need of refresher course work. In FY 2003, Oak Ridge reimbursed 25 employees for 47 courses. As of June 2004, 18 employees have been reimbursed for 49 courses. For this year there have been 43 employees reimbursed for professional credentialing course work.

In FY 2000, the Chicago Office developed the following FY 2000 - 2005 workforce development priorities. These were an outgrowth of the Department's *Workforce for the 21st Century* initiative to facilitate the completion of workforce certification and qualifications, and to address areas for improvement identified during an earlier Office of Personnel Management evaluation review.

- DOE Acquisition Career Development Program (beyond the then existent core curriculum, and tuition assistance for employees to meet positive educational requirements).

- DOE Technical Qualifications Program (emphasis on functional qualification standards, and continuing education incentives to recruit and retain qualified technical personnel).
- Information Resource Management certification (includes GSA “1000 by the Year 2000” Program, and OPM’s recommendation for a Congressional mandate similar to that for acquisition personnel).
- Intermediate/Advanced Software Applications (in support of IT Modernization Plan)
- Succession Planning (Workforce 21st Century – Secretarial Initiative).
- Developmental Programs (Workforce 21st Century).
- Intern and Coop Programs (Workforce 21st Century).
- Managerial/Supervisory/Team Leader training (results of OPM study and Human Resource Management Accountability Program self-assessment).

In developing its FY 2004 workforce training priorities, the Chicago Office once again, turned to the data derived from its FY 2003 workforce analyses in an effort to determine target competency requirements for current and future mission requirements and to perform a detailed skills-gap analysis against its current competence levels. As a follow-up to this analysis, in FY 2004 Chicago developed workforce management action plans to address these skill gap issues and anticipated competence losses due to employee retirements. The skill-needs assessment conducted in the first quarter of FY 2004 resulted in the establishment of the following priorities for FY 2004-2006.

- Filling competency gaps, using redeployment options, and determining required training for new hires.
- Providing certification and qualification assistance.
- Developing professional development opportunities.
- Continuing education and reimbursement assistance.
- Employing student loan repayment assistance.
- Funding professional credentialing.
- Providing supervisory training through USDA formal development programs.
- Retraining/redeployment for positions impacted by potential FY 2004-2007 retirements (succession planning priorities).

The Chicago Office actively participates in the DOE Project Management, Acquisition, and Financial Assistance Career Development Programs. Although SC is not required to participate in the DOE Federal Technical Capability Program (formerly TQP), we utilize the three-tier process for ensuring the initial qualification and requalification of our Field Facility Representatives.

As with our Oak Ridge Office, in FY 2003 the Chicago Office developed a mentoring program for employees at the GS-5 through GS-12 level, and the *Gateway to Advancement Program* for clerical and administrative support employees. This is in addition to supporting workforce participation in the Department’s Mentoring Program and the four career development programs administered by the USDA Graduate School.

While the SC field sites have adopted the basic outline of the Departments *Getting Back to Basics* program, we have established specific training requirements for our supervisory

personnel that are similar to the phases of the HQ program. In keeping with the former OPM requirements for supervisory training, all current supervisors complete a minimum of 40 hours of training every two years. New supervisors complete a minimum of 80 hours of training during their first two years as a supervisor.

We have identified specific training courses that assist managers in meeting the initial and continuing education requirements for supervisory personnel. Team leaders who want to develop and enhance their leadership skills are encouraged to complete courses identified for new supervisors, in addition to the management and leadership development courses identified for all supervisors and managers.

SC provides tuition assistance for mission-related courses, and payment for professional credentials for position-related licensure or exams is based on annual funding availability.⁹ Employees are also encouraged to use the DOE Online Learning Center and the rate of annual subscriptions for Federal and contractor employees has increased each year.¹⁰ Individual Development Plans (IDPs) are mandatory for all SC employees unless otherwise formally documented. The IDP development cycle is linked to our performance management cycle.

Voluntary Early Retirement Authority (VERA)

As workforce staffing budgets tightened, SC sought and was granted approval in June 2003 and again in November 2003 to offer buyouts for up to 124-targeted positions complex wide. The targeted positions were all identified within the consolidated FY 2003 SC Staffing Report and presented in the September 2003 Voluntary Separation Incentive Payment Plan. To better understand the impact the loss of the positions would have on the remaining staff workload and within context of our R2A2s, SC further subdivided the targeted positions by organization, occupational series, grade, and geographic location. We then provided a position-by-position buyout action plan, including the proposed impacts. As a result, 83 employees accepted buyouts or 67 percent of the targeted positions.

Exercising this option has resulted in a significant workforce cost savings for both fiscal years 2003 and 2004. Offering buyouts to our employees provides immediate relief in workforce savings; however, when exercising this HCM strategy, we need to ensure that we don't lose the critical skills-base or expertise necessary to meet our critical mission requirements. Though many of the targeted positions for buyout will be restructured or abolished as workloads are redistributed and processes streamlined via *OneSC* Phase 2 activities, we need to ensure we can capably identify the right positions, at the right grade levels, to meet our mission.

Workforce Diversity

SC is studying the workforce diversity strategies developed at both our Chicago and Oak Ridge Offices. The Oak Ridge Office has incorporated employee diversity via its *2004 Diversity Leadership Strategy* into its overall scope by actively creating an inclusive work

⁹ Additional reimbursable assistance figures can be found in the Annual Training Summary Report completed each fiscal year in January.

¹⁰ On line Learning Center subscription enrollment numbers are available upon request or by contacting Robert Emond at DOE Headquarters at Bob.Emond@hq.doe.gov.

environment that recognizes and appreciates all employee perspectives and talents, allows employees opportunities to reach their full potential, and attracts and retains the most talented employees. Contained in its annual *Diversity Strategies Report*, the Oak Ridge Office completes a thorough workforce statistical analysis of its diversity profile, including a comparative analysis to the civilian labor force, and analyses of new hires and each major organizational element. Emanating from this analysis and in line with other applicable Departmental guidance, Oak Ridge developed the following diversity goals and objectives for FY 2004.

- Develop a corporate community outreach program to market as an employer of choice.
- Develop career development opportunities.
- Ensure that rating, ranking and interview process is fair and equitable.
- Incorporate diversity initiatives into corporate strategic and annual planning efforts.
- Ensure that contractors develop and implement effective workforce diversity plans.
- Integrate facility accessibility into facility maintenance program.
- Develop a corporate community outreach program to market as an employer of choice.
- Develop career development opportunities.
- Ensure that rating, ranking and interview process is fair and equitable.
- Incorporate diversity initiatives into corporate strategic and annual planning efforts.
- Ensure that contractors develop and implement effective workforce diversity plans.
- Integrate facility accessibility into facility maintenance program.

Our Chicago Office has taken a different tact. In FY 2002 it created a standing Diversity Committee responsible for proactively promoting and advocating workforce diversity. Its goal is to create an environment that embraces and values diversity by promoting the recognition of the differences in people; respecting for those differences, and utilizing those differences to contribute to the success of a one or unified Chicago Office. Diversity Committee members collaborate with a Unity Council to develop and implement initiatives that encourage the contributions of its workforce. The Diversity Committee is responsible for the following.

- Developing a strategy to address diversity throughout the Chicago Office.
- Assessing workplace issues to ensure that principles of fairness are applied and promoted.
- Developing and implementing educational and community outreach initiatives.
- Developing an annual calendar of events to celebrate the contributions of diverse groups (e.g., Women's History Month, African American History Month, Hispanic American Heritage Month, and Unity Day).
- Identifying and implementing appropriate diversity training for Chicago employees.
- Reviewing and, if needed, enhancing small business initiatives.
- Developing recommendations on diversity-related recognitions and corrective actions to the Chicago Office Manager and Diversity Manager.
- Presenting summaries of the committee's work to the Chicago Executive Committee and Chicago Manager.

The Chicago Office expects the efforts of the Diversity Committee to result in the following:

- A workforce that is sensitive to diversity.
- Stronger policies, practices and initiatives pertinent to workforce diversity.
- Enhanced emphasis on using small businesses for support tasks.
- Innovative initiatives that address workforce diversity.
- Recognition that the Chicago Office is a leader in developing and sustaining a high-performing diverse workforce.

Mission-Related Objectives

We require that all of our Senior Executive Service managers have at least one core mission-related performance element in their annual performance standards via one or more of the following: the President’s Management Agenda, the Departmental and SC strategic plans, or the Office of Science mission statement. This requirement then extends to all employees in that their performance plans must link directly to their respective senior executives core performance elements. At present, 84 percent of our workforce annual performance standards link to the Department’s primary mission-related objectives.

Knowledge Management

Communications Policy

Communicating with and among our workforce was recognized early on as major challenge to successfully implementing our *OneSC* workforce plan. Without workforce acceptance and active employee participation in redefining our roles and responsibilities, major workforce restructuring efforts would have been overwhelmed with obstacles. As such, we comprised a Communications Team that developed a plan which promotes full and effective communications with our employees that began from the initial planning stages of our *OneSC* initiative and is continuing through Phase 3 close-out activities and beyond into subsequent operations in the out-years.

Our communications policy reflects the following philosophy of approach to workforce communications.¹¹

- SC employees are the most important audience. Meeting their needs and addressing their concerns are top priorities.
- SC needs the active participation of its employees in the restructuring and reengineering processes. Communications activities focus on facilitating that involvement.
- Workforce implementation communications need to be two-way. Questions, comments, and feedback from employees are needed to assure *OneSC* success.
- Information and its distribution will reflect the *OneSC* principles and emphasize that this initiative is organization-wide.

¹¹ To view our Communications Plan, please visit the SC web site at http://www.screstruct.doe.gov/key_documents.htm or contact Gary Pitchford, our Chicago Communications Director at (630) 252-2013.

The following are the major communications tools we use to disseminate workforce communications.

- *OneSC* Web Site: Established in FY 2003 to provide a rapid, comprehensive communications and a workforce feedback mechanism. The site is continuously evaluated, updated and can be viewed at <http://www.screstruct.doe.gov/>.
- Meeting with SC Leadership: The Science Director and *OneSC* Project Manager meet and brief managers. We offer access to these meetings via video teleconference to participants who cannot attend in Washington, DC.
- Email All-Hands SC Messages: Periodically, the Science Director sends a message to the SC workforce informing them of the relevant information and inviting their participation in All-Hands meeting/video teleconference.
- Internal Announcements: We make internal announcements to the SC organization.
- All Hands Meetings: The Science Director and *OneSC* Project Manager meet and brief managers and employees periodically on site and via the video teleconference.

To support our communications objectives, where appropriate, we distribute information through local distribution systems as part of routine management communications, as opposed to top-down distribution from SC Headquarters.

Web-based Communications System

We are currently defining a standards-based management system to reengineer and maintain best-in-class work processes and make available to all users, regardless of location, through a web-based communications tool. We refer to this system as the Office of Science Integrated Business Systems (OSIBS). OSIBS will enable our Chicago and Oak Ridge Offices to *virtually* link up to an Integrated Service Center providing complex wide support without regard to location of recipient or as to which personnel at the Chicago or Oak Ridge Offices are providing the support. The Richland Office employed an early version of this system. The OSIBS is under further development at our Oak Ridge Office.

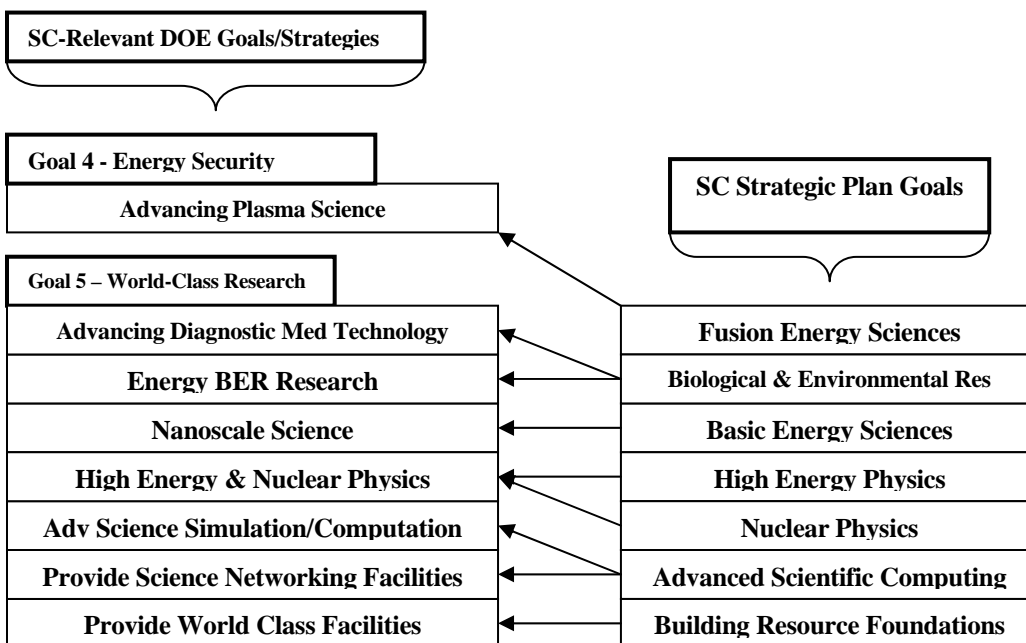
Human Capital Management: Planning, Budget, and Oversight

Program, Budget, and Strategic Planning Linkage

Responding to the President's Management Agenda, SC directly aligned and integrated the two SC-relevant goals from the DOE Strategic Plan (DOE Goal 4: Energy Security and Goal 5: World-Class Scientific Research Capacity) to our mission, which is the foundation of the *2004 SC Strategic Plan* vision, and goals.¹² See figure below.

¹² The *SC 2004 Strategic Plan* may be viewed at www.sc.doe.gov.

Figure 11 - Aligned DOE and SC Strategic Plans



Our strategic focus over the next two decades will be to ensure that the U.S. maintains scientific primacy in the key research disciplines that we support, that our science programs are relevant and useful for identified national priorities, and that we are agile enough to respond to emerging scientific challenges.

In support of the Department’s missions, SC offers the following seven strategic goals. These were developed and published in the *2004 SC Strategic Plan*.

1. **Bring the Power of the Stars to Earth:** Answer the key scientific questions and overcome enormous technical challenges to harness the power that fuels a star.
2. **Explore the Fundamental Interactions of Energy, Matter, Time, and Space:** Understand the unification of fundamental particles and forces and the mysterious forms of unseen energy and matter that dominate the universe; search for possible new dimensions of space; and investigate the nature of time itself.
3. **Explore Nuclear Matter - from Quarks to Stars:** Understand the evolution and structure of nuclear matter, from the smallest building blocks, quarks and gluons; to the elements in the Universe created by stars; to unique isotopes created in the laboratory that exist at the limits of stability, possessing radically different properties from known matter.
4. **Advance the Basic Sciences for Energy Independence:** Provide the scientific knowledge and tools to achieve energy independence, securing U.S. leadership and essential breakthroughs in basic energy sciences.
5. **Deliver Computing for the Frontiers in Science:** Deliver forefront computational and networking capabilities to scientists nationwide that enable them to extend the frontiers of science, answering critical questions that range from the function of living cells to the power of fusion energy.
6. **Harness the Power of Our Living World:** Provide the biological and environmental discoveries necessary to clean and protect our environment, offer new energy alternatives, and fundamentally alter the future of medical care and human health.

7. Provide the Resource Foundations that Enable Great Science: Create and maintain discovery-class tools, 21st Century scientific and technical workforce, research partnerships and management systems.

We can clearly demonstrate a linkage between our budget and program goal performance using the Department's GPRA Unit concept.¹³ For each of the seven SC program strategic goals, we developed a GPRA Unit, which we track and report performance against in the Department's Joule Tracking System. This linkage and assessment accomplishes two things. First, it ties our major program activities to successive goals and ultimately to the Department's mission. This linkage helps ensure that SC focuses its resources on fulfilling its mission. Second, it allows the Department to track our progress against measurable goals and to tie resources to each goal. Thus, this linkage facilitates the integration of budget and performance information in support of the GPRA Act of 1993 and the PMA.

The link between Human Capital Management planning and workforce budgeting is further evidenced within our detailed justifications for both FY 2005 and 2006. SC uses attrition, retraining, and personnel reassignments to manage changes in staffing levels or skill mix needs. SC does not plan nor expect any geographical transfers, downgrades, involuntary separations or reductions-in-force. Resulting from the efficiencies gained from the implementation of *OneSC* and associated workforce management initiatives, realignment of FY 2005 funding may be necessary between the SC program direction categories, e.g., Salaries and Benefits, Travel, Support Services, and Other Related Expenses). SC will revise its FY 2005 estimates as necessary before it forwards its FY 2006 budget request to Congress. However, the House Committee on Appropriations has approved the control level for FY 2005 at the program account level of Science Program Direction.

Assessing Our Program Performance

OMB developed the Program Assessment Rating Tool or PART to provide a consistent approach to assess the effectiveness of Federal programs. The structured framework of the PART provides a means through which programs can assess their activities differently than through traditional reviews. The focus is to establish outcome oriented goals that, when successfully completed, will provide societal benefits to the Nation.

SC is the only Federal science organization to be rated by OMB using PART in both fiscal years 2002 and 2003. In FY 2003, our program scores ranged from 82-93% in effectiveness. This is a significant improvement from the first PART assessment, where all six SC program scores ranged from 53-63%.¹⁴

Human Capital Management Oversight

Working together to develop, plan, and implement our Human Capital Management (HCM) strategy is essential. To achieve our mission for the Department successfully following the principles of the PMA requires senior management vision, guidance, and ultimately the performance and commitment of our Federal workforce. On June 24, 2004, SC appointed an Acting Human Capital Management Officer to begin addressing complex

¹³ A GPRA Unit defines a major activity or group of activities that support the core SC mission and aligns resources with specific goals. The Department and the OMB evaluate each GPRA Unit using OMB's Program Assessment Rating Tool (PART).

¹⁴ The full SC PART assessments are available on the SC website at <http://www.sc.doe.gov/measures/>.

wide HCM issues. We are in the process of establishing and recruiting for a permanent HCM Officer.

Table 1 - SC's Workforce Management Achievements: FY 2001 – 2004/3rd Quarter

The following is a historical compendium of SC's workforce management activities, achievements, and overall progress from FY 2001 through the 3rd Quarter of FY 2004.

SC's Workforce Management Achievements: FY 2001 – 2004/3rd Quarter

<u>Fiscal Year</u>	<u>Workforce Management Achievements</u>	<u>Date</u>
SC Organization, Management & Functional Activity Reviews and Analyses		
2001	Drafted <i>Blueprint for Managing Human Capital in the Office of Science – Succession Planning</i>	February-01
2001	Senior Leadership Organization and Management Review	September-01
2002	Established/Approved <i>OneSC</i> Project - Manager and Sub Teams	February-02
2003	Approved <i>OneSC</i> Project Plan Revision 1	September-02
2002	Developed <i>OneSC</i> Overall Implementation Plan, Milestones, and Baseline Report	September-02
2003	Established The <i>OneSC</i> Communications Plan	December-02
2003	Conducted “ <i>As Is</i> ” Condition Reviews - SC Headquarters, Field, Site/Area Offices	November-02
2003	Conducted “ <i>To Be</i> ” Condition Analysis Reviews - SC Headquarters, Field, Site/Area Offices	November-02
2003	Conducted “ <i>To Be</i> ” Condition Reviews -Integrated Support Center - Chicago & Oak Ridge	November-02
2003	Developed “ <i>As Is</i> ” R2A2 Maps CH,OR,GTN,OSTI	November-02
2003	Developed “ <i>As Is</i> ” F&A Matrices CH,OR,GTN	November-02
2002	Completed R2A2 Compendium Report - SC Headquarters	September-02
2003	Developed Transition Plans “ <i>As Is</i> ” to the “ <i>To Be</i> ” Condition - SC Headquarters & Site Offices	
2003	Completed SC Support Center “ <i>As Is</i> ” Condition Report Rev. 2	November-02
2003	Reviewed and Analyzed HCM Functions and Activities - SC Field Report	October-02
2003	Conducted Chicago Office Analysis - Support Services Provided to Other DOE Programs	November-02
2003	Conducted Oak Ridge Office Analysis-Support Services Provided to other DOE Programs	November-02

2003	Completed Integrated Support Center Services Project Analysis - Other DOE Programs	December-02
2003	Reviewed Human Resources and ESH (SC-60 and 80) - Compendium Report	November-02
2003	Reviewed Oak Ridge Office Federal Support Analysis and Report	November-02
2003	Reviewed Chicago Office Federal Support - Analysis and Report	November-02
2003	Reviewed Berkeley, Stanford, PNNL Site Offices Federal Support - Analysis and Report	November-02
2003	Reviewed the Chicago Office Procurement Processes and Awards - Compendium Report	December-02

**Established a Clear Set of Integrated R2A2's
Encompassing SC Headquarters, Site Offices, the
Chicago and Oak Ridge Offices, and the ISC**

2002	Drafted the Office of Science Business Vision	January-02
2003	Completed "To Be" R2A2 Reports of the SC Headquarters, Integrated Support Center, Chicago and Oak Ridge Offices	November-02
2004	Established a <i>Virtual</i> and Integrated Support Center Using the Combined Capabilities of the Chicago and Oak Ridge Offices	October-03
2004	Integrated Support Service Center Plan	October-03
2004	Clarified SC HQ Role as that of Policy, Direction, and Scientific Program Development and Management, and the Field Role as that of Program Implementation	March-02

**Delegated Appropriate SC Authorities
Aligned with Approved R2A2s**

2004	DOE Procurement Officer Delegates Head Contracting Authority to SC Chief Operating Officer	April-04
2004	Established a Consolidated and Single Point-of-Contact and Authority for M&O Laboratory Contract Management	April-04
2004	Established Contracting officer Authority at Each Site Office and a Process to Train and Warrant all Site Office Managers as Administrative Contracting Officers	April-04

***OneSC* Reorganization Approved by
Secretary of Energy** **January-04**

2004	Revised Office of Science Mission Statement	January-04
2004	Eliminated Layer of Management Between the Science Director and the Laboratory Site Managers and in Parts of SC HQ	January-04

2004	Integrated Program, Operational, and Support Elements without Involuntary Workforce Relocations, Separations or Reductions-in-Force	April-04
2004	Increased the Supervisory-to-Employee Ratio at the Program Associate and Office Director Level	January-04
2004	Integrated Site Office Managers with SC Headquarters	January-04
2004	Established an Effective Mechanism for Providing a “Sense of The Laboratory” to SC Leadership	March-04

Implementing the Office of Science Human Capital Management Strategies

2000	Established the Oak Ridge Office <i>Leadership 21 Development Program</i>	August-00
2001	Drafted <i>Blueprint for Managing Human Capital in the Office of Science – Succession Planning</i>	February-01
2002	Directed <i>2001 SC Consolidated Human Capital Succession Plan</i>	February-01
2002	Reinitiated the Chicago Mentoring Program	March-02
2002	Established the Chicago Office Diversity Committee and Charter	June-02
2003	Requested/Approved for Voluntary Early Retirement Authority (VERA) Justification Report	June-03
2003	Requested/Approved for Voluntary Early Retirement Authority (VERA) Justification Report	September-03
2003	Established the <i>OneSC</i> Web Site to provide a Rapid, Comprehensive Communications and a Workforce Feedback Mechanism	September-03
2003	Completed the FY 2003 Human Resource Planning Guide	December-02
2003	Conducted Office Wide Chicago Human Capital Management Skill Needs and Succession Planning Analyses	September-03
2003	Completed the Chicago Office Human Capital Management Facilitator Review Summary Report	September-03
2003	Developed SC Integrated HCM Planning Process to Identify its Workforce Talent Pool and Inventory its Overall Skills Mix	June-03
2003	Implemented the Chicago Career Development Program, <i>Gateway to Advancement Program</i>	August-03
2003	Conducted Office of Science Human Capital Management Staffing Review	September-03
2003	Assessed Top Leadership Positions within the <i>OneSC</i> Framework	January-03
2004	Developed the 2004 Oak Ridge Office Diversity Leadership Strategy	January-04
2004	Compiled Annual Office of Science Training Summary Report	January-04
2004	Developed the Chicago Workforce Management Action Plans	January-04
2004	Published the 2004 Office of Science Strategic Plan	February-04

2004	Appointed Senior Leadership to Critical Positions in the New Organization and Management Structure	March-04
2004	Established a Chief Operating Officer Position and Appointed Existing Senior Leader	April-04
2004	Conducted Succession Planning Workshop for Managers and Supervisors	June-04
2004	Appointed Acting Office of Science Human Capital Management Officer	June-04
2004	Established a Deputy Chief Operating Officer Position	June-04
2004	Established/Recruited Three SES Executive Level Site Managers Positions	June-04

Table 2 - SC's Workforce Management Near-Term Milestones

The following is an outline of the Office of Science Human Capital Management next steps and milestone targets.

SC's Workforce Management Near-Term Milestones

1. Milestone: Provide a systematic and relevant demographic examinations of our complex-wide workforce using the data queried from the Department's *DOEInfo* System to better understand the current demographic state of our workforce and to facilitate workforce planning decisions. We'll do this in terms of age, retirement eligibility, gender, attrition, job series and grade, education, and diversity strength (October 2004).

OneSC

Phase 1: Development of a revised SC structure with improved organizational and functional alignment, reporting relationships, and delegated authorities.

2. Milestone: Complete all Phase 1 milestones by October 2004.
3. Milestone: Delegated Personnel Authority (October 2004).
4. Milestone: Appointments made to critical positions in the new organization and management structure (Ongoing to October 2004).
5. Milestone: Establish/Recruit executive level Site Managers (Progressing: full target selections by October 2004).

Phase 2: Human capital analysis and reengineering of SC business and management operations and processes. This phase began with the Secretary's approval of the new organizational structure in January 2004 marks the beginning of a complex wide human capital analysis of our workforce and organizational needs as defined by the new roles, responsibilities, authorities and accountabilities.

6. Milestone: Complete all Phase 2 activities by June 2006. Phase 2 efforts and milestones are addressed in successive sections of this workforce plan.

Phase 3: Project closeout and transition to full operation. During Phase 3, a fully realigned and revitalized Office of Science transitions to full operations. This is a three-month transition from the completion of Phase 2.

7. Milestone: Complete all Phase 3 activities by September 2006.

Mission-Related Objectives

8. Milestone: Maintain at 84 percent or increase above, the linkage of workforce performance standards and elements with our core mission objectives.

Skill Needs and Gap Analysis

9. Milestone: Establish complex-wide objectives that enable us to uniformly assess and plan for the future requirements of our workforce (October 2004).
10. Milestone: Develop an approach to conduct comprehensive, complex-wide skill needs analysis, which will enable us to identify our critical competencies, skills, and gaps to ensure that our current and future workforce is prepared to meet our ongoing mission needs (December 2004).

Succession Planning

11. Milestone: Develop a comprehensive and complex wide succession planning needs assessment plan (FY 2005).
12. Milestone: Examine best-in-practice Federal recruitment, hiring, and placement programs that are continuous, innovative, and suit our workforce planning needs (FY 2004).

Knowledge Management

13. Milestone: Develop the OSIBS implementation schedule, project plan and budget. Our challenge here is to methodically schedule and coordinate the design, development, and implementation schedule to ensure that our workforce can continue to meet its mission unimpeded. (FY 2005).

Workforce Diversity

14. Milestone: As part of our overall workforce analysis and succession planning efforts, conduct a detailed demographic diversity analysis of our workforce in terms of gender, race, age, and education at the subcomponent level of each organization. (FY 2004).
15. Milestone: Incorporate into our complex wide succession planning efforts a framework plan in support of the Departments' diversity objectives as outlined in DOE Order 311.1B, Equal Employment Opportunity and Diversity Program. (FY 2005).

Workforce Development

16. Milestone: In conjunction with all other SC HCM workforce analyses, examine and prioritize our current and future functional and critical skill needs, including core competencies (FY 2005).
17. Milestone: Establish SC wide training philosophy with objectives that can be applied uniformly complex wide congruent with overall SC priorities. (Target Date: FY 2005).
18. Milestone: Increase workforce use of individual development plans (FY 2004).
19. Milestone: Establish workforce staffing, and incentive award policies (FY 2005).

Human Capital Management Planning

20. Milestone: Establish a Permanent Human Capital Management Officer Position (FY 2004).
21. Milestone: Establish the Executive Human Capital Advisory Group (FY 2004).