



U.S. DEPARTMENT OF
ENERGY

OFFICE OF
**ENVIRONMENTAL
MANAGEMENT**

EM Workforce Development

Environmental Management Advisory Board
September 16, 2016

- The mission of the Department of Energy (DOE) Office of Environmental Management (EM) is to complete the safe cleanup of the environmental legacy by utilizing the most effective resources and skills by attracting and retaining the best possible workforce.
- With almost 50% of the EM workforce eligible to retire in the next five years, EM may lose critical positions and agency knowledge.



Workforce Findings

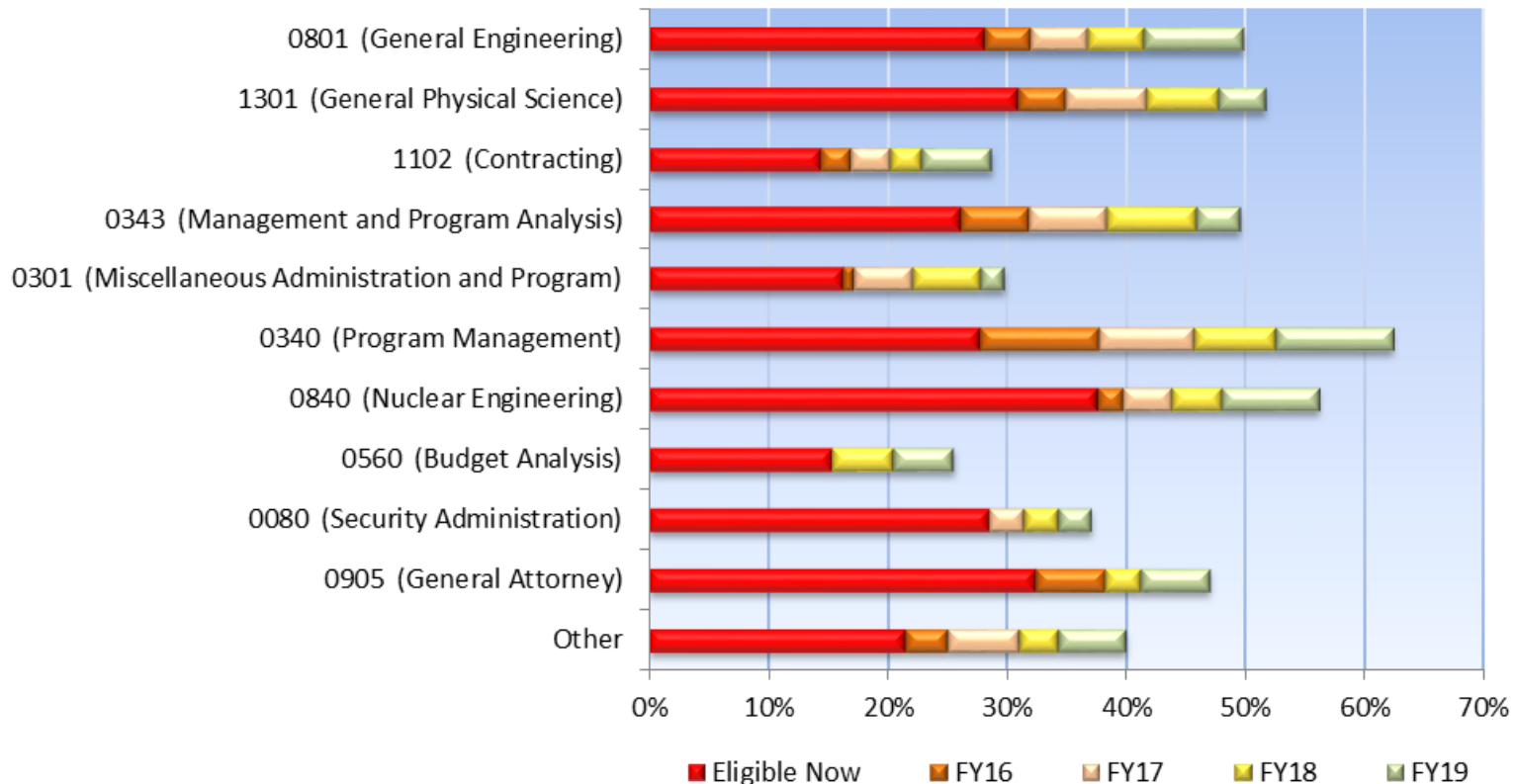
- EM has a significantly decreasing number of employees below age 30 due to a severe reduction in budget for pipeline programs.
- 25% of EM's workforce is currently eligible to retire,
- An additional 20 % is eligible to retire by FY 2020,
- Average age of the EM workforce is 51.5 years,
- EM's average number of years of service is 18.9,
- Over 72 percent of EM is greater than 45 years of age.

As a result,

- Specific series are at risk. Three of the ten largest EM occupational series 0340 Program Management, 0840 Nuclear Engineering, and 1301 General Physical Science, more than 50 percent are eligible to retire by FY 2019.
- Over 60 % of EM's Program Managers (series 0340) will be eligible to retire in the next four years.

EM Employee Retirement Eligibility by Occupational Series

- For three of the ten largest EM occupational series (0340 Program Management, 0840 Nuclear Engineering, and 1301 General Physical Science), more than 50 percent are eligible to retire by FY 2019.



Strategies to Address

EM may need to consider;

- Provide funding for Pathways Program/Recent Graduates
- Plan to onboard recent graduates at HQ and Field
- Focus on hiring and backfilling where possible use entry grade levels (or lowering grade structure) for backfills
- Developing the **EM Succession Plan**, which defines EM's human capital priorities for the coming five years and potential recommendations
- More extensive **Knowledge Management** implementation
 - Require partial and where possible full Backup capabilities for all EM positions
 - Enhance employee career training and development plans
 - Position responsibilities documented, revisit utilizing **EMERS**

Types of Knowledge

- **Tacit Knowledge** in the “Brains of Employees.” It has not been captured, so it has not been formalized or documented. The knowledge cannot be easily accessed by other employees.
- **Explicit Knowledge.** Written knowledge, captured, or codified.
- **Implicit Knowledge.** knowledge a team may need looking forward.

Knowledge Management Strategies

- Utilize an informal job journal to denote various deliverables and requirements for your job.
- Implement Knowledge Kafés, where employees can learn about different job requirements and procedures in an informal meeting.
- Utilize Flash Mentoring which can be used to provide mentoring on a specific project or task.
- Utilize EM and DOE Mentoring
- Strengthen backup positions
- Better utilize Job sharing
- Introduce Job Shadowing

Similar to estate planning/teaching our children

Potential short term strategies and actions to address gaps

- Explore the possibility of **launching an inaugural Recent Graduates** class (formerly known as the EMPDC), addressing EM's potential mission critical workforce shortfalls in the future years.
- Explore the possibility of developing a **Flash Mentoring Program** consisting of a one-time meeting or project related mentoring enabling an individual to learn and seek guidance from an experienced individual on a specific topic or relevant issue. This can be used as a tool for transferring institutional knowledge. This requires a shorter investment of time yet relates to a specific task or project.
- Ensure EM continues to **update and maintain** the most current job descriptions, required deliverables, and job competency models.
- Ensure EM continues to update and maintain **employees Individual Development Plans (IDP)**. Individuals are encouraged to identify, and plan for resources to develop and enhance their current competencies.

Potential long term strategies and actions to address gaps

- Develop an EM Headquarters **Knowledge Transfer/Management** strategy for capturing and transferring knowledge from potential retirees.
- **Reinstate EMERS** to increase documented communication knowledge sharing.
- Conduct a review of **EM Grant agreements with internship** attributes and identify opportunities for enhancing internships with DOE offices.
- Explore the possibility of developing a strategy for **increasing rotational and detail assignments** in mission critical areas with emphasis on developing leadership and management skills.
- Explore the possibility of promoting EM's and **DOE's Mentoring Program** either in coordination with DOE or as a specific Program for EM encouraging learning opportunities for employees to gain knowledge and experience from a Manager or Senior Leader.
- Continue **Succession Planning**.