



U.S. DEPARTMENT OF  
**ENERGY**

# *Environmental Management Human Capital Updates*

Presented to the  
**Environmental Management  
Advisory Board**

By

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# ***EM Human Capital Updates***

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- **2008 Federal Human Capital Survey Follow-ups**
- **Employee Recognition – Length of Service**
- **Three-Year Succession Plan – March 2010 Revisions**
- **Questions and Answers**



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# ***2008 Federal Human Capital Survey***

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- **EM Working Group addressed key issues raised in the EM 2008 Federal Human Capital Survey (areas receiving lower scores)**
- **The Working Group selected 3 areas:**
  - **Leadership**
  - **Performance Culture**
  - **Communications**



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# 2008 Federal Human Capital Survey

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- Working Group used a four-step process:
  - Reviewed three areas of focus
    - Leadership
    - Performance Culture
    - Communication
  - Analyzed EM's climate and culture
  - Developed recommendations, description of desired outcomes, and success indicators (measures)
  - Determined a sustainable path forward
  
- Long & short-term perspectives considered



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# ***Working Group Recommendation Categories***

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- **Leadership Short-Term Initiatives  
(7 Recommendations)**
- **Leadership Long-Term Initiatives  
(4 Recommendations)**
- **Performance Culture Short-Term Initiatives  
(5 Recommendations)**
- **Performance Culture Long-Term Initiatives  
(4 Recommendations)**



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## ***Working Group Recommendation Categories (Cont)***

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- **Communication Short-Term Initiatives  
(7 Recommendations)**
- **Communication Long-Term Initiatives  
(1 Recommendation)**
- **Socialization Activities Short Term Initiatives  
(7 Recommendations)**



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# ***Leadership Short-Term Initiatives: Recommendations***

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- **Implement a 360 degree review (Lead: Office of Human Capital)**
  - **SES**
  - **Other Supervisors**
- **Develop an anonymous database of best practices based on 360 results of strengths (Lead: Office of Human Capital)**
- **Implement a program to address areas needing improvement based on 360 feedback (Lead: Office of Human Capital)**
- **Increase transparency in hiring and promoting processes (Lead: Office of Human Capital)**
- **Leaders should be the "example" and not the "exception" (Lead: All Supervisors)**
- **Preach, practice, and promote integrity (Lead: All Supervisors)**
- **Praise in public but criticize in private (Lead: All Supervisors)**



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# 2008 Federal Human Capital Survey

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- **Dr. Inés Triay accepted the recommendations and requested their implementation**
- **The recommendations are posted on the EM Portal**
- **EM designated two ombudsmen**
- **DAS/OD signed up as champions for recommendations**
- **Recommendations are tracked and results reported to EM-1 and EM-2**



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# Employee Recognition – Length of Service

## Current Status EMAB REC. 2009-20

- Input received from EM Human Resource Directors on January 27, 2010
- EM Headquarters proposed a two-tier approach
- Top tier would receive higher quality service pins



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# Employee Recognition – Length of Service

## EM Average Length of Service

Federal Service (Years)	Number of Employees	Percent EM Workforce
Less than 10	425	25
10-19	422	25
20-29	600	36
30-39	209	13
40 and Up	11	0.7
Average Length of Service: 18.6 Years		



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# Three-Year Succession Plan



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# ***EM's Three-Year Succession Plan***

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- **Definition: A process for ensuring that employees are recruited, developed and retained for key roles within an organization**
- **EM's succession planning serves as an interface between the human resource function and the strategic direction of the organization**
- **Succession planning is a vital resource in anticipating the future needs of EM and helps find, assess, develop, and monitor the human capital required to fulfill EM's mission**



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# ***Why Does Succession Planning Matter?***

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- **Impacts our ability to:**
  - **Attract talent**
  - **Have motivated and satisfied employees**
  - **Have employees focused on the right things**
  - **Retain talent/employees**
- **Impacts EM's ability to achieve its mission**



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# EM Succession Planning – Workforce Demographics

## EM Workforce Age Groups

Age Group (Years)	Number of Employees	Percent EM Workforce
Less than 30	79	5
30-39	152	9
40-49	513	31
50-59	715	43
60-69	199	12
70 and up	9	0.5
Average Age of an EM Employee: 50 years old		



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# ***Succession Planning Best Practices***

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- **EM is employing the following best practices:**
  - **Keep the process logical and simple**
  - **Use technology to support the process**
  - **Ensure EM offices align their succession planning efforts with EM's overall human capital and business strategies**
  - **Engage senior management and maintain senior level support**
- **EM is using a complex-wide approach**
- **The EM Succession Plan is reviewed annually**



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# ***Key Observations for 2010: EM Complex-Wide***

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- **Approximately 35% of the EM workforce is eligible to retire by 12/31/2013**
- **Four offices were at/exceeded the complex average:**
  - **Oak Ridge (45%)**
  - **EM Headquarters (41%)**
  - **Savannah River (36%)**
  - **Richland (34%)**
- **General engineer (24%) and physical scientist (13%) positions are most at risk**
- **Approximately 5% of acquisition workforce positions are at risk**



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# ***Status/Next Steps***

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- **Revise the EM Three-Year Succession Plan completed in March 2010**
- **Commence site/office-specific briefings to:**
  - **Discuss site/offices results**
  - **Implement action plans/path forward**
- **Fully integrate the FY 2009 and FY 2010 results into our recruitment, development and retention strategies**



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