
Environmental Management Human Capital Initiatives

Presented to the
Environmental Management Advisory Board (EMAB)
By

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EM's Strategic Human Capital Framework

- ❖ EM has brought greater focus to its human capital strategies over the past year
- ❖ The three pillars – talent acquisition, leadership succession planning, and performance competence - serve as the major drivers for EM-wide action and results and are aligned to DOE and EM's mission

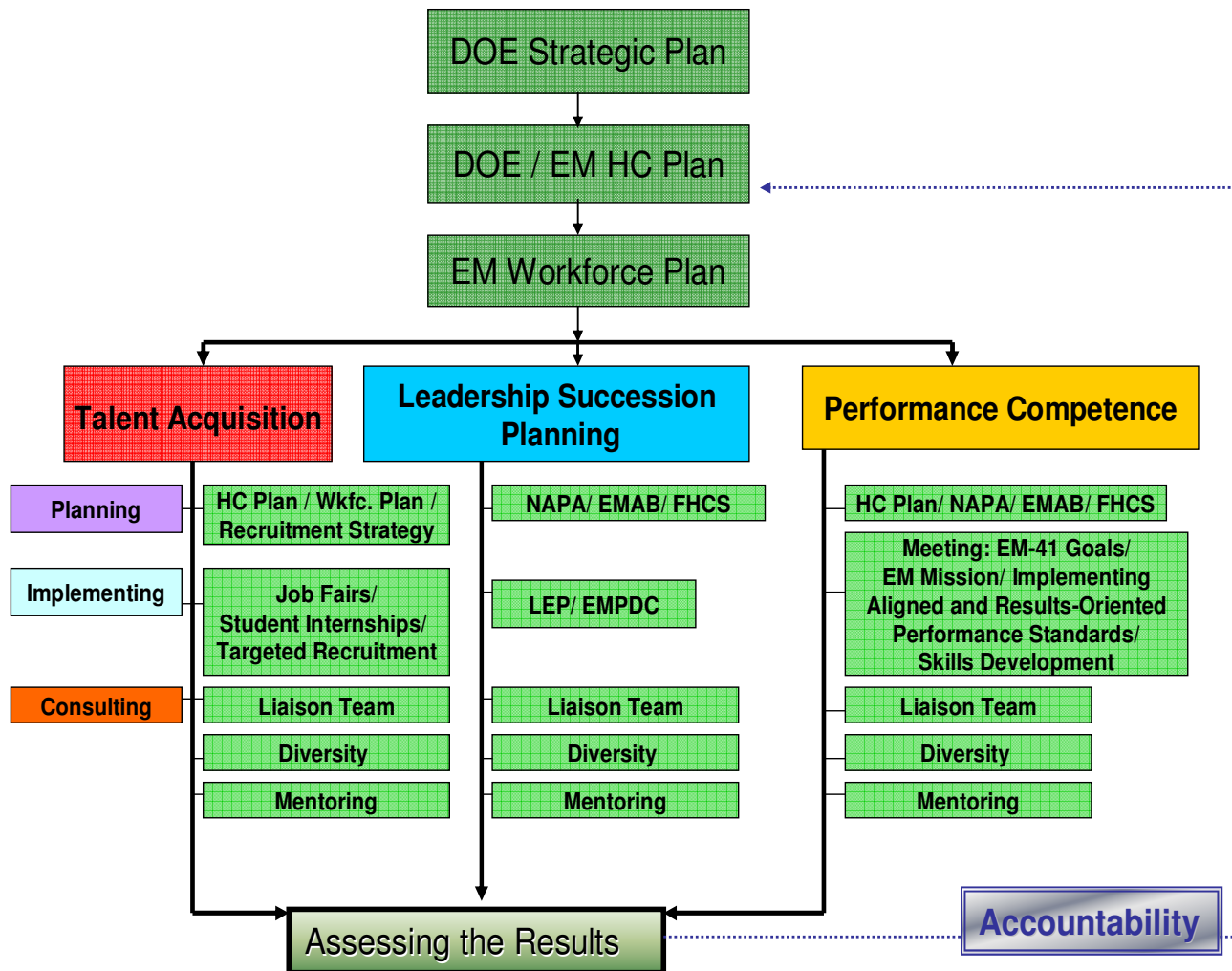


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EM's Strategic Human Capital Framework



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EM's Human Capital Planning Efforts

❖ TALENT ACQUISITION

- ❖ Based on data from Workforce Planning System forecasts hiring needs
- ❖ Implementing recruitment strategy with job fairs, targeted recruitment and student internships
- ❖ Building the talent pipeline

❖ LEADERSHIP SUCCESSION PLANNING

- ❖ Based on data from Workforce Planning System
- ❖ Implementing strategy for leadership growth and enhancement – Leadership Excellence Program (LEP) and EM Professional Development Corps (EMPDC)

❖ PERFORMANCE COMPETENCE

- ❖ Continue to implement results-oriented performance standards
- ❖ Providing skill development to achieve high performing workforce
- ❖ Initiate the capability to tap into the EM workforce for certain skills for IPTs and SEBs



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EM's Approach to Talent Acquisition: Reaching out to Future Workforce of Technical Experts & Leaders

- ❖ Attracting Generation Y to EM
- ❖ Increased the size of the EMPDC to 53
- ❖ Expanding our role as an employer of choice for students
- ❖ Leveraging university grant programs
- ❖ Increasing the number of veterans in our workforce
- ❖ Increasing opportunities for transfer of knowledge
- ❖ Emerging as a model organization in DOE for recruitment



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EM's Mission Critical Occupations/Needs

Mission Critical Workforce Occupations/Needs	
2009	2014 (and Beyond)
General Engineers	General Engineers
Nuclear Engineers	Nuclear Engineers
Physical Scientists	Physical Scientists
Acquisition Workforce	Acquisition Workforce
Leaders	Leaders



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EM's Recruitment Results

Fiscal Year	Hires	Mission Critical Occupation Hiring (Percent of Hires)
2006	42	41%
2007	117	48%
2008	193	49%
2009 (1 st & 2 nd Quarter)	128	43%
Overall	480	44%



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EM's Approach to Leadership Succession: Leadership Excellence Program (LEP)

- ❖ Building leadership competencies through LEP
- ❖ Competency based program that offers EM employees
 - ❖ Classroom training
 - ❖ On-line training
 - ❖ Lists of readings to enhance leadership skills
- ❖ Building awareness of benefits of Individual Development Plans
- ❖ Coaching for Senior Executives
- ❖ Mentoring Program

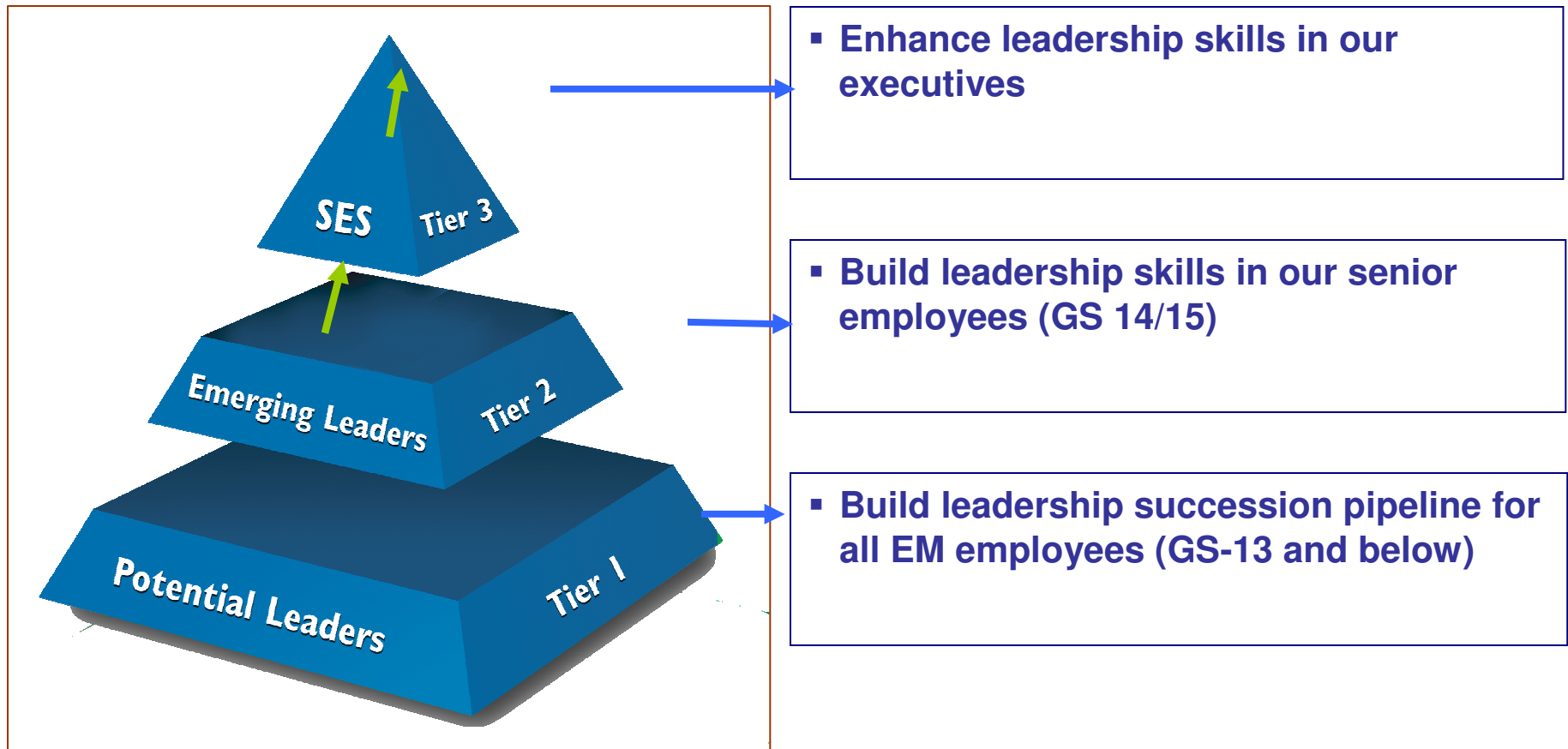


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EM's Three Tier Approach to Leadership Succession



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EM's Approach to Performance Competence

- ❖ **Align performance standards and measures with EM mission and goals**
- ❖ **Assess skill and competency gaps of EM workforce to meet EM mission and goals**
- ❖ **Address skill gaps through developmental activities and recruitment strategies**



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Workforce Planning System and Competency Management

- ❖ EM's Workforce Planning System and competency management are the driver and integrator, respectively, to the three pillars – talent acquisition, leadership succession planning, and performance competence
- ❖ As part of EM's overall Strategic Human Capital Planning Process, EM Human Capital implemented a Workforce Planning model in 2008 with EM-wide data on current workforce by occupational series and by products and services for each EM office
- ❖ The model provides managers with current and future workforce profiles and helps them with their planning efforts in recruiting and succession strategies
- ❖ The next phase of the system will:
 - ❖ Look at the competencies needed to do EM's work
 - ❖ Ultimately assist our managers with hiring and training projections/needs
 - ❖ Assist EM in building technical strength



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Summary

- ❖ **Attract, acquire, develop, and retain a highly qualified and motivated workforce**
- ❖ **Ensure our program is managed by skilled, competent, and dedicated leaders**
- ❖ **Address and close skill gaps**



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