

DOE Internal PMA Scorecard for Human Capital Management (HCM) - FY 2006, Quarter 4

Office: Energy Information Administration

Progress Score:

Status Score:

Requirements for HCM Plan	4th QTR REQUIREMENTS	FY 06, Q4 Comments
<p>Integrate HCM Plan into decision-making processes</p> <ul style="list-style-type: none"> - Plan linked to DOE mission, strategy, and goals - designates accountable officials <p>Link performance appraisal plans and awards to DOE mission & goals for SES, managers, and more than 60% of workforce (HQ and Field); discuss difference between various levels of performance, discuss consequences based on performance</p>		<p>HCM is linked to EIA's mission, strategy, and goals. Employee performance plans have at least one critical element with corresponding tasks supporting the mission and Strategic Plan which in turn supports the DOE mission/goals. Managers' oversee/review/ approve program functions that collectively support the EIA mission. Small Business goals have been incorporated into managers' performance plans. For FY06 Performance Appraisal cycle, a task for developing FY06 Procurement Plan is included. To ensure funding targets are met and contracts obligated in a timely manner, un-costed obligations/small business targets have been included into the managers' performance plans, further linking the budget strategy to the HCM plan. The obligation goal is on target for the 4th quarter. Small business goals have been met for each quarter. The un-costed target is on schedule for the end of the 4th quarter.</p>
<p>Demonstrate improvement in meeting hiring-time goals</p> <ul style="list-style-type: none"> - address what the Program is doing to improve hiring time. - auditable system for collecting & analyzing hiring data 	<p>Updates for milestones and goals.</p>	<p>EIA has made various efforts to overcome problems which stand in the way of EIA meeting hiring-time goals. EIA is now providing HR with two full time contractors (fully qualified HR specialists) at no cost to DOE/HR. This support has resulted in the processing of all of EIA's pending actions that were identified in the 3rd quarter and has brought the announcement to job offer time-frame to well within the 45-day model. Many actions have begun to exceed this goal already as evidenced by the EIA's SF-52 tracking log. With the inception of the new QuickHire XI system, DOE/HR has designated one employee to upload questions into the system which will add to the delay during the 1st quarter of FY07. To minimize the expected drawbacks of QH XI, the EIA recently received concurrence from DOE-HR to eliminate (or make optional/for information only) multiple choice/multiple answer and yes/no questions and rely on 3-5 essay questions only. This approach eliminates the time-consuming supervisory process of developing non-essay questions and the time for subject matter experts to review the answers for validity. This change has resulted in the ability to post announcements within 2 days and subject matter expert reviews are not only less time consuming but it is evident that the most highly qualified applicants are being forwarded to the selecting officials. Also, the use of the</p>

		<p>Career Intern Program has continued to be a successful process for bringing entry-level employees on board. EIA selected three candidates but was able to hire only two new employee's under this program in the 4th quarter. DOE-HR was unable to maintain program continuity with the retirement of the Department's coordinator which caused the hiring process to be delayed to the point that the prospective employee acquired other employment. EIA continues to supplement the DOE headquarters orientation process by conducting an EIA new employee orientation briefing on: EIA history/mission; strategic goals; EIA Intranet; introduction to the Energy Industry Studies Program (EISP) and other start-up information. Post hiring interviews shows this effort is having a positive impact. The EIA continues to offer the EISP to EIA federal and contract employees. The EISP provides participants with an overview of the various industries in the energy sector, through a combination of local field trips and expert lectures. For FY07, EIA has opened participation to the program to DOE-HR Specialists as well as Budget Specialists that service the organization.</p>
<p>Significantly reduce skills gaps in mission-critical occupations</p> <ul style="list-style-type: none"> - identify mission-critical skills, needs, no. available, & gaps - address certification needs by level for project managers, contract, and information technology managers - develop strategies to create workplace that attracts talent - integrate the results of competitive sourcing & e-Gov - identify top three organizational critical skills and discuss progress toward closure of gaps 	<p>Updates for milestones and goals. Provide data Departmental mission critical skills for 1st qtr. of FY06 and list org. specific critical skills.</p>	<p>Hiring of core staff, economists, operations research analyst, and math/survey statisticians continues at a strong pace. Since mid-June, the EIA has brought on board 1 economist, 1 ORA, 1 math. stat, and 1 survey statistician. EOD schedules are established for an additional seven selectees: all of which are ORAs. Entry level announcements for the four core series, as well as the engineering series, will be posted in the winter, spring, and summer of FY07. This pace is keeping our pipeline running at a sustainable level.</p> <p>Project Management certification is being listed as a consideration factor for most all GS-13 and above positions. Attrition at the GS-13 and above level is providing frequent opportunities to look for this skill set from among applicants to these positions. While Project Management training for existing staff remains an option, if this skill can be found among applicants, it may be a more practical solution to quickly building a core competency in this skill set. One instance of this approach is evidenced by the hiring of one senior manager who is a certified Project Manager. EIA understands the potential skill vulnerabilities resulting from high retirement rates, but don't necessarily identify them as gaps due to ongoing entry-level recruitment efforts. IT Project Management training continues as planned and it is expected that 3 employees will complete the training by the end of FY06. Contract Management Level two and three training also continues as planned.</p>

<p>Implement succession strategies</p> <ul style="list-style-type: none"> - include executive development programs - result in leadership talent pool, continuously updated to assure continuity of leadership and knowledge 	<p>Provide information on plans for continuity of leadership and knowledge.</p>	<p>Each EIA office director received an extensive HR briefing covering staffing, retirement eligibility, training and other related subjects during the 3rd quarter. A follow-up briefing is being conducted by EIA's Recruitment Coordinator addressing current and future workforce needs. Retiring EIA supervisor/managers and senior technical specialists continue to receive a one-on-one exit interview to discuss EIA career experiences, provide legacy documents believed to be "one of a kind" and assist the EIA Records Management Officer in identifying/cataloging the retiree's files. EIA is attempting to hire in advance of attrition for senior level positions which will afford new employees an opportunity to glean extensive knowledge from prospective retirees. EIA has hired five new managers/supervisors in FY06 and anticipates the hiring of two supervisor/senior specialist employees during the 1st quarter of FY07. EIA continues to establish a knowledge registry of full supervisors, managers, and senior specialists who have experience in more than 1 functional area within EIA. The tentative plan is for each EIA manager/supervisor/senior specialist to have a functional knowledge base in at least two distinct EIA program areas. Further, the EIA's goal is to establish a cadre of GS-14's and above employees who are technically proficient in two EIA functional areas. This dual experience base will allow EIA to maintain a talent pool for each functional area that is more than one deep. EIA has been successful in a SES employee's completion of a four week course at FEI and another employee is scheduled to attend in FY07. EIA remains vigilant in training new supervisors/managers that have not attended the executive development programs and is coordinating this matter with DOE-HR. DOE-HR (ETS) has provided EIA with preliminary information regarding supervisory training and it is expected that the training modules will be identified within the upcoming quarter.</p>
<p>Discussion of Knowledge Management effort.</p>		<p>The EIA is embarking on a major files (both paper and electronic) review to continue culling unnecessary material while building a better knowledge base of catalogued and documented materials. This effort is targeted to address files maintained by employees that are in the retirement eligible group to ensure critical information is retained as these employees depart. EIA has continued this effort and has transferred approximately 55 cubic feet of historic uranium and nuclear program materials, accumulated by a retirement eligible employee, to offsite storage. This approach provides a more level legacy protection workload than waiting for employees to announce their retirement before addressing these issues. During the 4th quarter EIA has begun a historic document reformatting (scanning)</p>

		program. To date, 17,672 pages have been scanned for potential posting on the EIA intranet site.
<p>Implement strategies to address under-representation of minorities</p> <ul style="list-style-type: none"> - particularly in mission-critical occupations & leadership - establish processes to improve and sustain diversity 	<p>Provide status of recruitment efforts (goals and milestones); the number of hires out of the number of opportunities for all other hires and its relationship to skill gaps. Provide data on representation in EI and the potential impact from recruitment/hires.</p>	<p>The EIA is supporting four summer students from the DOE FY06 Student Diversity Partnership Program of Hispanic and Native American descent attending Hispanic and Native American educational institutions. The EIA finalized an agreement with Howard University for direct institutional financial assistance. The EIA identified four Howard University students who began their internships during the summer who maintain at least a 3.0 GPA, sophomore/rising junior, with an educational concentration in statistics, mathematics, economics, or operations research. These internships will be for two years. During their initial internship, the EIA conducted workshops on such topics as The Benefits for working in the Public Sector, Meet and Great with Senior Level Managers, and Experiences of Newly Hired Employees. The EIA also surveyed the students to determine what their experiences were during the summer in an effort to gain insight as to what EIA could do to maintain their employment and ultimately acquire them in the future as permanent employees. Work is currently underway to award a contract to Luella Montoya, which is a Tribal College that will sponsor students from both Native American and Hispanic universities. It is expected that five students from this vehicle will begin their internships the summer of FY07. In addition and alluded to in previous quarter's report regarding implementation of the recommendations of an internal study by the EIA's SL staff, a contract task was awarded to provide support for recruitment outreach for EIA's core series and as a targeted method for improving diversity efforts. The EIA is scheduled to attend the Thurgood Marshall Scholarship Fund's 6th Annual Leadership Institute and Recruitment Conference. This Recruitment Conference focuses on nominees recommended from the nation's HBCU's who have leadership skills and at least a 3.0 GPA. EIA's goal is to hire at least two of the nominees within the four core series. The EIA is also scheduled to attend the Asian and Pacific Islander DiverCity Career Fair during the 4th quarter of FY06.</p>
<p>Analyze & optimize organizational structures for service & cost</p> <ul style="list-style-type: none"> - use redeployment & de-layering as necessary - integrate competitive sourcing & e-Gov solutions - put processes in place to address future needs for change - highlight monetary savings or others that have 	<p>Updates for milestones and goals. Provide information on estimated savings regarding the use of buyouts for high graded positions and/or excess skills. Provide</p>	<p>There are no changes from the EIA's Strategic Plan in this area from last quarter. The EIA has no plans to offer buyouts during the FY06 or FY07 budget years, as it does not want to encourage a sudden loss of critical expertise. The EIA does keep track of retirees interested in returning as contract support for short periods to address particular issues. In addition's the EIA's Senior Staff Strategic Thinking Group recommended that the potential cost savings from space consolidation be explored. The Space Proposal has been approved by the Administrator and a preliminary plan has</p>

resulted in these changes actions.	estimated savings from recently implemented restructuring.	been developed. The proposal is for EIA staff to vacate the LEP office space which will not only create a more efficient organization but allow EIA to save \$1.0 M dollars in rental costs. By reducing office sizes, eliminating conference rooms, reception areas and similar efforts EIA will require only a minimal increase in space within the Forrestal building. EIA has also made an effort to consolidate space in the Dallas Office by cleaning up obsolete records which resulted in the shut down of an off-site storage area.
Use outcome measures to make HC decisions - link HCM Plan to Program Plan(s) and <u>FY07</u> Budget	Please address how HCM (VSIPs, VERAs, WIGIs, promotions, training, etc) are reflected in the annual budget requests. Provide dollar and FTE figures where possible.	<p>As part of the annual budget formulation process, EIA develops a Priority Ranking Table/Integrated Priority Listing of all programs and activities for which EIA requests funding. This process allows EIA to assess each program/activity individually and in relationship with other EIA activities while considering the contribution to EIA's Strategic Plan, funding requirements, and human capital levels. EIA names and briefly describes each program/activity, identifies the outputs and outcomes and the link to the Strategic Plan, and estimates FTE requirements and cost, as well as total contract cost. Through this process, EIA establishes FTE levels, broadly identifies skill/knowledge requirements, budgets for training needs, and establishes organizational distribution of the EIA Human Capital. EIA projects out-year FTE funding requirements employing a forecasting model where individual DOE pay codes entities are costed, adjusted for OMB-provided out-year inflation rates, and adjusted for EIA FTE requirements as defined by the Priority Listing and the FTE requirements defined by each level of budget funding established by OMB and DOE. This model includes the capability to adjust each pay code entity projection based on a three year average of the actual cost, or the past year actual cost. With the resulting output, the average cost per EIA FTE can be derived. This information is then fed back into the budgetary planning to derive the total distribution of funds for all EIA programs at the various budgetary cut-off levels.</p> <p>EIA's estimated funding and staffing needs as proposed in the FY 2008 Corporate Program Review (CPR) Budget were approved in total by the Deputy Secretary with no adjustments. EIA's FY 2008 OMB Budget Request proposes an additional 5 FTEs over the FY 2007 Request, and 11 FTEs above the FY 2006 ceiling to support EIA's energy data collection, analysis, and forecasting programs. In addition, the FY 2008 Budget Request proposes a 68 percent increase in training funds, from \$250,000 in FY 2007 to \$420,000 in FY 2008, to address our increased training needs as a result of retirements and new hires.</p>

