



## Department of Energy

Oak Ridge Office  
P.O. Box 2001  
Oak Ridge, Tennessee 37831

February 9, 2011

MEMORANDUM FOR KAREN L. BOARDMAN  
CHAIR, FEDERAL TECHNICAL CAPABILITY PANEL

FROM:

GERALD BOYD  
MANAGER

A handwritten signature in cursive script that reads "Gerald Boyd".

SUBJECT:

ANNUAL WORKFORCE ANALYSIS AND STAFFING PLAN  
REPORT – CY 2010

In accordance with DOE O 426.1, Federal Technical Capability, I am pleased to provide you with the Oak Ridge Office Annual Workforce Analysis and Staffing Plan Report for Calendar Year 2010. The analysis follows the Federal Technical Capability Panel guidance.

Should you have questions regarding this report, please feel free to contact me at (865) 576-4444 or Larry Kelly at (865) 576-0891.

Attachment:

2010 Annual Workforce Analysis and Staffing  
Plan Report for Federal Technical Personnel

cc w/attachment:

R.J. Brown, M-2, ORO  
Susan Cange, NS-50, ORO  
Pauline Douglas, OS-20, ORO  
John Eschenberg, EM-90, ORO  
Larry Kelly, SE-30, ORO  
Johnny Moore, SC-10, ORO  
John Shewairy, AD-40, ORO  
Patricia Howse-Smith, AD-44, ORO  
Butch Brant, AD-443, ORO  
Patty Dockery, AD-443, ORO

**U.S. Department of Energy  
Oak Ridge Office**



**2010 Annual Workforce Analysis  
and  
Staffing Plan Report  
for  
Federal Technical Personnel**

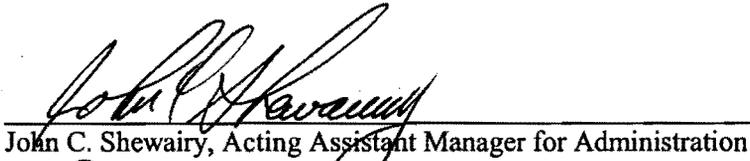
**January 2011**

CONCURRENCE AND APPROVAL

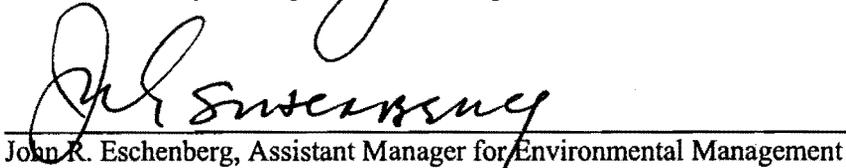
CONCURRENCE:

  
Patricia Howse-Smith, Director, Human Resources Division

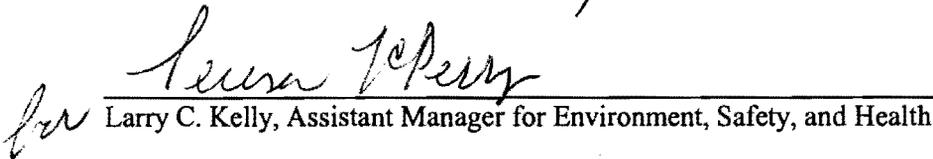
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John C. Shewairy, Acting Assistant Manager for Administration

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Date

  
John R. Eschenberg, Assistant Manager for Environmental Management

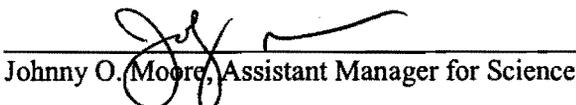
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*for*   
Larry C. Kelly, Assistant Manager for Environment, Safety, and Health

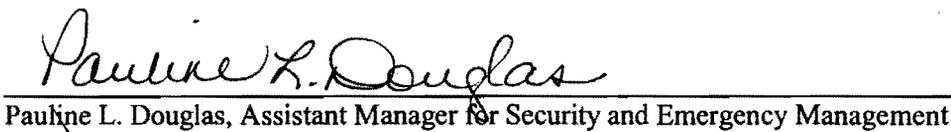
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Date

  
Susan M. Cange, Deputy Assistant Manager for Nuclear Fuel Supply

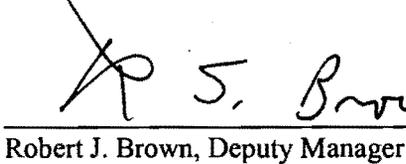
2/2/11  
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Johnny O. Moore, Assistant Manager for Science

2/3/11  
Date

  
Pauline L. Douglas, Assistant Manager for Security and Emergency Management

2-3-11  
Date

  
Robert J. Brown, Deputy Manager

2/4/11  
Date

APPROVAL:

  
Gerald G. Boyd, Manager

2/9/11  
Date

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**Annual Workforce Analysis and Staffing Plan Report**  
**As of December 31, 2010**  
**Reporting Office: Oak Ridge Office**

**Section One: Current Mission(s) of the Organization and Potential Changes****General**

Based in Oak Ridge, Tennessee, the Department of Energy (DOE) Oak Ridge Office (ORO) dates back to World War II when the organization played a major role in the production of enriched uranium for the Manhattan Project. Since then, ORO has expanded far beyond that first mission, and today is responsible for major DOE programs in Science, Environmental Management, Nuclear Fuel Supply, and National Security. In addition, as part of the Office of Science (SC) Integrated Support Center (ISC), ORO provides support to science laboratories and facilities operated by DOE throughout the United States.

The majority of ORO programs are performed at facilities located on the 33,639-acre Oak Ridge Reservation in Anderson and Roane Counties in East Tennessee. The Oak Ridge facilities include the Oak Ridge National Laboratory (ORNL), environmental clean-up sites located at the National Nuclear Security Administration Y-12 National Security Complex (Y-12), and the East Tennessee Technology Park (ETTP). Also, Oak Ridge is the home for the American Museum of Science and Energy and the Oak Ridge Institute for Science and Education (ORISE). Approximately 16,000 contractor and 400 Federal employees work at the Oak Ridge facilities. In addition, ORO as part of the ISC provides routine technical support to the Berkeley Site Office (BSO), Pacific Northwest Site Office (PNSO), SLAC Site Office (SSO), Thomas Jefferson Site Office (TJSO), and as requested, other SC sites and organizations.

**Specific**

The **Office of the Assistant Manager for Environmental Management (AMEM)** is responsible for operation and remediation of the following types of facilities with compliant Documented Safety Analysis (DSA) management and proper maintenance of related safety systems. AMEM ensures the principles of Integrated Safety Management (ISM) are fully integrated into all activities. Projects include:

- Transuranic Waste Processing Center Project
- Oak Ridge National Laboratory (ORNL) Projects
- East Tennessee Technology Park (ETTP) Projects
- K-25 Project
- U-233 Downblending & Disposition Project
- Y-12 Projects
- American Recovery and Reinvestment Act (ARRA) Projects

Potential changes include:

- Downblend of U-233 Project design.
- Acceleration of cleanup projects at ORNL and Y-12, budget permitting.

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The **Office of the Assistant Manager for Science and ORNL Site Office (AMS/OSO)** implements

the Department's Science and Energy missions through management of contracts for the operation of the ORNL, ORISE, and other research and development (R&D) contracts assigned by DOE Headquarters (HQ) to ORO. Activities center around four major functions: contract management, performance evaluation, oversight, and AMS management. Implementation responsibilities include all programs and projects conducted under the ORNL and ORISE contracts, regardless of funding source, and management of ORO's scientific and technical information programs. The organization performs the full range of project management activities that directly relate to AMS/OSO, in accordance with applicable laws, DOE Directives, Office of Science Management System (SCMS), and local procedures. In the management of ORNL and ORISE contracts, AMS/OSO ensures contractor-executed functions are carried out in a manner that protects Government and contractor personnel and the general public against all environmental, safety, and health (ES&H) hazards arising from the performance of the contract work. Oversight activities include confirming effectiveness of the contractors' assurance systems and implementation of the requirements for safe operation of nuclear facilities, including safety basis process requirements and flow down of approved safety basis documents. AMS/OSO ensures the principles of ISM are fully integrated into all work activities.

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**The Office of the Assistant Manager for Nuclear Fuel Supply's (AMNFS)** current mission is to implement program guidance from the DOE HQ Office of Nuclear Energy (NE), which includes developing and administering plans, procedures and processes associated with uranium enrichment technologies, and conversion of underutilized uranium enrichment facilities to alternative uses. Primary responsibilities include but are not limited to administering the leases and agreements that are in place between DOE and the United States Enrichment Corporation (USEC) to ensure DOE interests are protected with regard to USEC activities at the Paducah Gaseous Diffusion Plant (PGDP), Portsmouth Site (PORTS), and ETRF. This includes providing oversight of USEC's centrifuge development and deployment activities and assisting in the lease of facilities to support the American Centrifuge Plant. It also includes implementation of the Regulatory Oversight Agreement and other agreements that are in place in order to ensure nuclear fuel security. Management and oversight of the PGDP Operability/Viability Assurance Program is also performed which includes the evaluation of production capability and capacity.

AMNFS executes its mission through three teams including the Nuclear Fuels Management Team, the Regulatory Management Team, and the Reindustrialization and Technical Assistance Team. AMNFS ensures the principals of Integrated Safety Management are integrated into all activities and all functions are carried out in a manner that protects government and contractor personnel, as well as the general public from environment, safety & health hazards arising from the performance of work. Contractor/lessee compliance with applicable requirements is ensured through coordination, surveillance and inspection of activities. In addition, safeguards & security is integrated into all work activities.

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**The Office of the Assistant Manager for Security and Emergency Management's (AMSEM)** mission is to provide advice and counsel to the ORO Manager, Deputy Manager, and line managers regarding all aspects of safeguards and security program planning and management, and emergency management program and operations. The mission involves the protection of people, information, special nuclear material (SNM), and other critical assets, as well as violence in the workplace, intelligence, and related matters of special sensitivity. The organization administers the safeguards and security programs for ORO including industrial security, physical security, information security, materials control and accountability, personnel security, classification, export controls, and administration of the Protective Force contract. AMSEM administers all aspects of the personal identity

verification and credentialing program under Homeland Security Presidential Directive-12 (HSPD-12) except for those aspects that relate to cyber. AMSEM also has the ORO emergency management program for which AMSEM orchestrates and implements ORO's plans for responding to emergencies, including development of appropriate communications systems, periodically performing exercises and drills, implementing the Lead Federal Manager concept, and delineating roles and responsibilities of the ORO Emergency Operations Center. The principles of ISM and Integrated Safeguards and Security Management are incorporated in the AMSEM mission and activities.

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**The Office of the Assistant Manager for Environment, Safety, and Health (AMESH)** is responsible for developing effective and efficient environmental protection, safety, health, and quality programs and guidance applicable to all ORO programs and contractors. In addition, AMESH, as part of ORO's role with the ISC, provides ES&H support to other SC organizations for the development, implementation, and continuous improvement of safety processes, along with conducting oversight, assessments, technical support, and reviews. In addition, AMESH serves as the independent assessor, on behalf of ORO and other SC Managers, to provide feedback on the effectiveness of Federal and contractor ES&H activities. In its roles as technical support provider, partner and independent assessor, AMESH works to ensure ISM principles are being effectively implemented by ORO and SC organizations and contractors, and by its own organization.

Potential changes to mission that may affect technical staffing needs:

ISC support needs to continue to increase. As a result of ARRA, additional funding has been provided for projects managed by ORO, BSO, SSO, PNSO, and TJSO. These projects support all program areas in DOE that receive ARRA funding – Environmental Management (EM), SC, Energy Efficiency and Renewable Energy (EERE), and Fossil Energy (FE) including both operations and capital projects.

\*\*\*\*\*

**The Office of the Assistant Manager for Administration (AMA)** supports ORO technical and nontechnical organizations in areas such as cyber security, human resources, training and development, contractor oversight, directives management, information services, and procurement and contracting. AMA has two technical staff: one for cyber security and the other for technical training. The principles of ISM are integrated into the AMA mission and activities under its purview.

## Section Two: Technical Staffing

### Site Characteristics:

#### Number of Hazard Category 1, 2, or 3 Nuclear Facilities:

HC 1: AMEM – 0, AMNFS – 0, AMS – 1

HC 2: AMEM – 38, AMNFS – 0, AMS – 3

HC 3 AMEM – 7, AMNFS – 0, AMS – 3

#### Number of Radiological Facilities<sup>1</sup>: AMEM – 201, AMNFS – 3\*, AMS<sup>4</sup> – 159

\* 3 sites: ETTP Buildings K-1600/101, PORTS – a portion of X-3001, PGDP – multiple facilities

#### Number of High or Moderate Hazard Non-Nuclear Facilities: AMEM – 3, AMNFS – 1\*, AMS<sup>4</sup> – 0

\* Moderate Hazard - ETTP – K-1200 Complex leased to Materials & Energy Corp.

**Number of Low Hazard Non-Nuclear Facilities:** AMEM – 6, AMNFS – 7, AMS<sup>4</sup> – 0

**Number of Documented Safety Analyses:** AMEM – 12, AMNFS – 1, AMS<sup>4</sup> – 7

**Number of Safety Systems<sup>2</sup>:** AMEM – 26, AMNFS – 1, AMS<sup>4</sup> – 50

**Number of Site Contractor Full Time Equivalentents (FTEs):** ~16,000

**Number of Federal Office FTEs:** ORO – 388

**Security Facilities<sup>3</sup>: 33**

- 3 Facilities with Security Importance Rating A
- 23 Facilities with Security Importance Rating B
- 7 Facilities with Security Importance Rating C
- 230 Non-possessing Facilities

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Notes:

1. Radiological Facilities are defined in 10 CFR 830 as below Hazard Category 3 Facilities. Hazard Category 1, 2 or 3 Nuclear Facilities should not be double counted as Radiological Facilities.
2. Safety Systems must be credited in a Documented Safety Analysis.
3. An "A" Facility is engaged in administrative activities essential to the overall DOE nuclear weapons program; is authorized to possess Top Secret matter; or possesses Category I quantities of SNM. A "B" Facility is engaged in activities other than those categorized as "A;" authorized to possess Secret Restricted Data or weapons data; designated a Field Intelligence Element; and, or authorized to possess Category II quantities of SNM. A "C" facility may possess Categories III or IV quantities of SNM or other nuclear material; and is authorized to possess matter other than the type categorized for "A" or "B." A Non-Possessing Facility is one that possesses no SNM or classified interest but has personnel who hold security clearances to perform work at other locations. Data as of 11/22/2010.
4. AMS does not have any defense nuclear facilities.

AMESH does not have direct responsibility for any facilities.

Technical Staffing Summary Table <sup>1</sup>			
Technical Capability	For All Facilities <sup>1</sup>		Comments
	Number of FTEs Needed <sup>1</sup>	Number of FTEs Onboard <sup>1</sup>	
Senior Technical Safety Managers	24	22	
Safety System Oversight Personnel <sup>2</sup>	2.3	2	
Facility Representatives <sup>3</sup>	22	22	
Other Technical Capabilities:	0	0	
Aviation Safety Manager	0.25	0.25	
Aviation Safety Officer	0.25	0.25	
Chemical Processing	0	0	
Civil/Structural Engineering	2.75	2.75	
Construction Mgmt	4.75	4.75	
Criticality Safety	2.5	1.5	
Deactivation and Decommissioning	4.5	3.5	
Electrical Systems	1.35	1.35	
Emergency Management	5.6	4.6	
Environmental Compliance	8.9	8.8	
Environmental Restoration	10	10	
Facility Maintenance Mgmt	3.35	3.25	
Fire Protection Engineering	2.5	1.5	
Industrial Hygiene	4.5	3	
Instrumentation and Control	.75	.75	
Mechanical Systems	4.4	4.4	
Nuclear Explosive Safety	0	0	
Nuclear Safety Specialist	9.3	4.8	
Occupational Safety & Industrial Safety	7	5.5	
Quality Assurance	11.1	7.1	
Radiation Protection	4	3	
Safeguards and Security	29	24	
Safety Software Quality Assurance	0.6	0.6	
Technical Program Manager	3	3	
Technical Training	1.1	1.1	
Transportation & Traffic Management	2.5	2.5	
Waste Management	5.75	5.75	
<b>TOTAL<sup>5</sup></b>	<b>178</b>	<b>154</b>	
Federal Project Directors <sup>4</sup>	20	20	

Notes:

1. These columns identify the number of FTEs needed to perform the Federal Safety Assurance function for ORO based on potential facility and operational hazards.
2. SSO staffing analysis worksheets may be used in this process. They are posted at <http://www.hss.energy.gov/dep/ftcp/>.
3. Facility Representative staffing analysis worksheets are posted at <http://www.hss.energy.gov/dep/ftcp/>.
4. Federal Project Managers/Directors at ORO are qualified via the Technical Qualification Program in their technical discipline and the Project Management Career Development Program in accordance with DOE O 361.1B.

**Section Three: Current Shortages and Plans for Filling Them****AMEM:**

Facility Representatives (FRs): The current on-board FR staffing levels of 16 are adequate to properly oversee both the nuclear and non-nuclear facilities and projects in AMEM for the non-ARRA work. Currently, seven technical services contractors (TSCs) are assisting FRs in the oversight of variable EM activities. As the workload changes, the number of TSCs will be adjusted as necessary. The hiring of additional federal staff will not occur unless the confidence in future remediation projects beyond the currently projected ARRA funding increases. This status is re-evaluated at least annually and more often if necessary due to any major work scope changes.

Safety System Oversight (SSO) Personnel: AMEM currently has 26 safety systems identified in 12 DSAs. The SSO disciplines are Criticality Accident Alarm Systems (CAAS), Instrumentation and Control (I&C), Ventilation Systems, and Fire Protection. These systems are covered by four positions.

Subject Matter Experts (other technical capabilities): Subject matter experts (SMEs) support day-to-day operations and oversight activities in different disciplines. Subject matter expertise is furnished by either full-time AMEM employees, individuals dedicated to AMEM under an organizational matrix arrangement, and TSCs. EM has a need for facility maintenance, nuclear safety and criticality safety SMEs. Nuclear and criticality safety are currently being supported by TSCs. Finally, where additional expertise is needed for long-term mission-related activities, it will be met with staff reassignment or with new hires. Where the need may be emerging or unplanned, appropriate compensatory arrangements are available using other local ORO organizations, personnel from other DOE sites, and/or technical support contractors.

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**AMS/OSO:**

Although staffing levels are below current FTE allocation, no critical technical deficiencies exist at this time.

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**AMNFS:**

Currently, AMNFS is in the process of filling two vacant positions. This includes one for the Senior Technical Safety Manager (AMNFS position) and the other is expected to fall in the D&D discipline (Reindustrialization Program Analyst position).

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**AMSEM:**

The Office of the Assistant Manager for Security and Emergency Management currently has 26 FTE positions in the Technical Qualification Program (TQP). The evolving, expanding mission of Security and Emergency Management, new legal requirements that impose time and adjudication metrics in Personnel Security, combined with positions that have not been backfilled are stressing the organization and restricting AMSEM's ability to meet mission obligations with the quality expected for nuclear

security.

The Access Authorization Branch has a priority need to fill one federal position for a personnel security specialist. This need is due to a personnel security specialist accepting a position outside of DOE in December 2009. The position is essential due to the following:

1. The Intelligence Reform Act of 2004 became effective in 2005 and outlines specific requirements to be met by all federal agencies. The Adjudication Timelines Performance requires 90% of case adjudications be completed within 20 days. At the current time, ORO is meeting this requirement; however, with the loss of one personnel security specialist to another agency, this will have a significant impact on the Personnel Security Organization's ability to continue to meet this stringent requirement. When a new employee is hired, it takes approximately 12 months for them to complete training requirements for the personnel security specialist position.
2. HSPD-12 created new requirements to process access authorizations for all federal and contractor employees (including applicants and employees) who access DOE facilities for six months or longer and the issuance of personnel identification verification credentials.
3. Projections indicate an expected increase in the number of clearance requests to be submitted by the contractors.

The Materials Control and Accountability and Information Security Branch currently needs to backfill two vacant positions in the Materials Control and Accountability (MC&A) and Classification program disciplines. With only one federal classification person on staff due to the retirement of a classification officer in FY 2009 and the subsequent promotion of a classification analyst to this position, the classification program has a single-point failure when this individual is out of the office. The increased requirements for document reviews and classification support in the area of enrichment technologies, new DOE Order requirements with respect to both Classified and Unclassified Controlled Information, support of the Portsmouth Paducah Project Office (PPPO), and continued support to the D&D activities at ETPP make it essential for this backfill. This position is currently authorized for backfill with a possible selection pending. Another position is needed to support the Nuclear Materials Management (NMM) and NMC&A programs. The NMM position was not backfilled in FY 2006 due to reduced program responsibilities; however, a new NMM Order (DOE O 410.2) was issued in FY 2010, revitalizing the program and greatly increasing the workload. Currently, the NMM program activities are being performed by the MC&A&IS Branch Chief. The MC&A program is currently handled by a single staff person who (with support from the Branch Chief) oversees NMC&A programs at 14 sites/facilities. The NMC&A program continues to experience increases in requirements due to the D&D of the K-25 Building, ISOTEK U-233 project, and increased support to science and environmental management programs as a whole. Also, the NMC&A program is expected to experience a significant increase in work load with the pending issuance of a revised DOE Order that places significant additional responsibility on the federal staff in the field. This additional staff position would assume all NMM responsibilities and provide needed support to the NMC&A program.

The Security Oversight and Support Branch needs an additional federal position. The need for this position is due to oversight of over 250 facilities, increase in support and oversight for additional contractors and tenants at DOE ORO facilities, increased support for the U-233 project activities, and D&D of the K-25 Building.

The Emergency Management Team needs to backfill a vacant position created by the retirement of an employee. Filling this position is essential based on the increased work load of the organization due to growth in the scope of emergency management activities required in the area of Continuity of Operations, management and maintenance of the Joint Information Center (JIC), and ISC support to Science laboratories across the DOE complex. Additionally, there is increased activity due to additional

prime contractors and tenants operating on the Oak Ridge Reservation, which increases the programmatic oversight in areas such as facility level Hazards Surveys, Hazards Screenings and Hazards Assessment document reviews, and assessment of contractor emergency management programs.

In summary, five additional federal FTEs are needed for a total of 31 TQP positions. Of these positions, one is needed in the Access Authorization Branch, two in the MC&A & Information Security Branch, one in the Security Oversight and Support Branch, and one in the Emergency Management Team.

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**AMESH:**

AMESH has seven STSMs and 29 Technical Staff. Thirty have completed their qualifications, and six are on schedule for completion of their qualifications. These staff members are routinely called upon by ORO, SC, and other DOE and NNSA organizations to support emerging issues, oversight, and assessment activities, technical consultations and various reviews. In addition, AMESH partners with line organizations to develop, implement, and continuously improve safety processes, approaches, and management systems, procedures/directives. In the near term, needs have been identified for the following disciplines: Criticality Safety, Fire Protection, Industrial Hygiene, Electrical Safety, Nuclear Safety, Occupational Safety, Quality Assurance, Radiation Protection, Safety Software Quality Assurance, Quality Assurance, Natural Phenomenon Hazards, and Technical Program Management. These needs take into consideration retirement, internal and external job changes, existing vacancies, etc. Due to hiring limitations, currently there are no plans to fill these needs. Since 2004, there have been eleven positions lost through attrition. Projected needs are based on current workload and increases due to anticipated support for ORO, SC, and ISC activities.

\*\*\*\*\*

**AMA:**

None.

**Section Four: Projected Shortage/Surplus Over Next Five Years**

**AMEM:**

The technical capabilities of the staff continue to be re-evaluated to ensure an appropriate mix of skills is available to adequately manage and oversee the ORO-EM Project Portfolio. ORO-EM acknowledges additional resources are required in some technical capabilities in order to ensure safe operations. Presently, we intend to fulfill our additional oversight needs primarily through Technical Support Service Contract(s). The utilization of this support will depend on the Projects' needs and execution schedules.

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**AMS/OSO:**

AMS/OSO resource loads and vulnerabilities are evaluated on a real-time basis. Within the Oak Ridge Office as a whole, organizational units stay closely interfaced as mission changes both demand as well as free up resources.

The AMS/OSO missions are expected to be stable over the next five years. The only projected shortages would be due to retirements, not mission-related changes. However, the number of retirements over the next five years is expected to be significant.

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**AMNFS:**

None.

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**AMSEM:**

Existing shortages in staff are currently impacting the quality of security and accomplishment of the security mission. Mission requirements in the area of personnel security clearances; HSPD-12 identity verification and credentialing; and numbers of sites requiring classification, MC&A/NMM, and physical security oversight and surveys are projected to increase over the next five years. It is important to note the number of employees who have both age and years of service to qualify for immediate retirement. Seventeen of 26 TQP employees will be eligible to retire within five years (63%), nine of whom are immediately eligible (33%).

\*\*\*\*\*

**AMESH:**

When consideration is given to the probable internal and external job changes, as well as increased demand for support to the ORO and ISC mission, AMESH technical support staff needs are projected to increase by approximately 25 percent. In 2010, two senior technical staff members retired. In 2011, 14 (39%) of AMESH technical staff are eligible for immediate retirement. In the next five years, 22 (61%) will be eligible for optional retirement. With the projected retirements and the potential for both internal and external job changes, AMESH must ensure the appropriate number of personnel, with the appropriate skill mix, is available to support ORO, SC, and ISC activities. Furthermore, to remain efficient and responsive, personnel must be brought on board to ensure adequate time is allotted for knowledge transfer and completion of required DOE qualification requirements.

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**AMA:**

None.

**Section Five: General Comments or Recommendations Related to the Technical Staffing**

**AMEM:**

ORO-EM performs the full range of project management activities directly related to closure projects at three sites within the Oak Ridge Reservation; ETTP, ORNL and Y-12. ORO-EM base program activities focus on well-defined projects that deliver near-term value and continual improvements in project management and execution. There is a significant increase in overall activity in ORO-EM

initiatives due to the distinction of capital projects and operational activities which enforces the need for a dynamic project management centric organization. Through FY 2014, 38 employees (49%) will be eligible for immediate retirement. This does not include employees eligible to retire under the Early Out authority. Of the 38 employees eligible to retire between now and the end of FY 2014, 24 are eligible to retire immediately. ORO-EM leadership is taking a hard look at succession planning, while maintaining good position management and budgeting.

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**AMS/OSO:**

None.

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**AMNFS:**

None.

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**AMSEM:**

Twenty-seven AMSEM positions that are currently occupied are appropriately designated in the Technical Qualification Program (TQP).

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**AMESH:**

AMESH support to ORO and other SC sites has steadily increased in the areas of reviews, assessments, walk-throughs, readiness reviews and assessments, modernization initiatives, ARRA, the SC Management System, etc. Currently, 24 members of the AMESH technical staff are eligible for optional or early retirement; in addition, within the next five years (FY11-FY16), an additional two employees will become eligible. This means during this time period, 72 percent of the current on board technical staff can retire. Therefore, AMESH needs to backfill existing vacancies and add new positions to keep pace with current and future work demands and to train staff and transition ongoing work activities.

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**AMA:**

None.