



Department of Energy

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

January 31, 2013

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

FROM:

Larry C. Kelly
MANAGER

A handwritten signature in blue ink, appearing to read "Larry C. Kelly".

SUBJECT:

ANNUAL WORKFORCE ANALYSIS AND STAFFING PLAN
REPORT – CALENDAR YEAR 2012

In accordance with DOE O 426.1, *Federal Technical Capability*, I am pleased to provide you with the Oak Ridge Official Annual Workforce Analysis and Staffing Plan Report for calendar year 2012. 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.

Attachment:

2012 Annual Workforce Analysis and Staffing
Plan Report for Federal Technical Personnel

cc w/attachment:

Pauline Douglas, OS-20, ORO

John Shewairy, AD-40, ORO

Jorge Ferrer, SE-30, ORO

Patricia Howse-Smith, AD-44, ORO

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

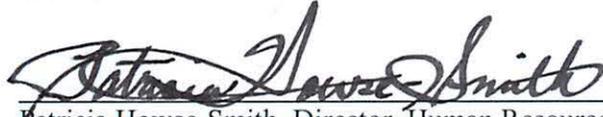


**2012 Annual Workforce Analysis
and
Staffing Plan Report
for
Federal Technical Personnel**

January 2013

CONCURRENCE AND APPROVAL

CONCURRENCE:



Patricia Howse-Smith, Director, Human Resources Division

1/25/13
Date



John C. Shewairy, Acting Assistant Manager for Administration

1.29.13
Date



Jorge A. Ferrer, Acting Assistant Manager for Safety and Technical Services

1-30-2013
Date



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

1-30-13
Date

APPROVAL:



Larry C. Kelly, Manager, Oak Ridge Office

1-31-13
Date

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Annual Workforce Analysis and Staffing Plan Report
As of December 31, 2012
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 management of the Oak Ridge Reservation (ORR) and major DOE programs in Science and providing matrix support to the Environmental Management, Nuclear Fuel Supply, and National Security organizations residing in Oak Ridge. In addition, as part of the Office of Science (SC) Integrated Support Center (ISC), ORO provides services to science laboratories and facilities operated by DOE throughout the United States.

As a noted change from the ORO 2011 Workforce Analysis, the ORO has undergone reorganization this year and the results reflect only those for the Oak Ridge Office. The results for the Nuclear Energy (NE) Oak Ridge Site Office, Environmental Management (EM) Oak Ridge Site Office and ORNL Site Office (OSO) are reported by their respective organizations and therefore not included in this report..

The majority of programs supported by ORO focus on 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 (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. Approximately 13,000 contractors, 219 ORO staff, and several hundred other federal employees work at the Oak Ridge facilities. Further, 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 Safeguards, Security, and Emergency Management's (AMSSEM) mission is to provide support, advice and counsel to ORO program site offices, to include the SC sites ORO supports as the SC ISC. AMSSEM also supports the Oak Ridge Office of Environmental Management (ORO-EM), Nuclear Energy Oak Ridge Site Office (NE-OR), Oak Ridge National Laboratory Site Office, and Portsmouth Paducah Project Office (PPPO) and their respective contractors 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, ORO-EM, NE-OR, PPPO, and ISC sites including industrial security, physical security, information security, materials control and accountability, personnel security, classification, export controls, and administration of the Protective Force contract. AMSSEM 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. AMSSEM also coordinates the ORO, ORO-EM, NE-OR, PPPO, and ISC sites nuclear materials management program. AMSSEM is responsible for coordination and administration of the Oak Ridge Reservation level emergency management program in support of the site offices for ETTP and ORNL

and in coordination with NNSA for the Y-12 National Security Complex. AMSSEM also is the point of contact responsible for coordination with the State of Tennessee and local emergency management officials for the Oak Ridge Reservation emergency planning activities. This organization reviews contractor emergency management documents and conducts assessments of contractor activities in support of the site offices for ETPP and ORNL, administers and maintains the Federal Building Complex emergency management program, and provides technical support and advice to the SC site offices as the ISC. AMSSEM also maintains the ORO Emergency Operations Center and the Oak Ridge Reservation Joint Information Center. The principles of ISM and Integrated Safeguards and Security Management are incorporated in the AMSSEM mission and activities.

The Office of Assistant Manager for Safety and Technical Services (AMSTS) is responsible for:

- Developing effective and efficient environmental protection, safety, health (ES&H), and quality programs and guidance applicable to ORO programs and contractors.
- As part of ORO's role with the SC 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.
- As requested, AMSTS serves as an independent assessor, on behalf of ORO and other SC managers, to provide feedback on the effectiveness of federal and contractor ES&H activities.
- AMSTS supports the line organizations and ORO in ensuring ISM principles are being effectively implemented by ORO, SC organizations and contractors, and other ISC customers.

Potential changes to mission that may affect technical staffing needs:

ISC support needs continue to increase. As a result of ARRA, additional work scope has been added for projects managed by ORO, BSO, SSO, PNSO, and TJSO. These projects support all program areas in DOE that receive ARRA funding – EM, SC, Energy Efficiency and Renewable Energy, and Fossil Energy including both operations and capital projects. Most ARRA work continues to near completion this year; however, AMSTS continues to provide support in assisting with monitoring environmental compliance for grantees as requested. In addition, as budget constraints are realized in various DOE programs, ISC customers are requesting additional federal ES&H support.

The Office of the Assistant Manager for Administration (AMA) supports organizations in areas such as cyber security, human resources, training and development, contractor oversight, directives management, information services, reservation management, real estate services, personal property services and responsible for the Reindustrialization Program and National Metals Recycle Programs. Also, through the Oak Ridge Reindustrialization Program, the AMA transitions underutilized assets (land, buildings, infrastructure, and equipment) to the private sector to accelerate cleanup and promote economic development. AMA has seven technical staff: one for technical training, one for cyber security, and five for the reservation management, Reindustrialization Program, and National Metals Recycle Program. The principles of ISM are integrated into the AMA mission and activities under its purview.

Section Two: Site Characteristics**Number of Hazard Category 1, 2, or 3 Nuclear Facilities:**

HC 1: 0

HC 2: 0

HC 3: 0

Number of Radiological Facilities¹: 0**Number of High or Moderate Hazard Non-Nuclear Facilities: 0****Number of Low Hazard Non-Nuclear Facilities: 0****Number of Documented Safety Analyses: 0****Number of Safety Systems²: 0****Number of Site Contractor Full Time Equivalent (FTEs): ~13,000****Number of Federal Office FTEs: ORO – 219****ORO Security Facilities³: 9**

- 1 Facilities with Security Importance Rating A
- 7 Facilities with Security Importance Rating B
- 1 Facilities with Security Importance Rating C
- 101 Non-possessing Facilities

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 DSA.
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 "D" facility rating must be assigned to those facilities that provide common carrier, commercial carrier, or mail service and are not authorized to store classified information or matter, or nuclear material during non-working hours. 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 12/5/2012.

Section 3 Technical Staffing Summary Table			
Technical Capability	For All Facilities ¹		Comments
	Number of FTEs Needed ¹	Number of FTEs Onboard ¹	
Senior Technical Safety Managers	9	7	
Safety System Oversight Personnel ²	1.85	1.35	
Facility Representatives ³	0	0	
Other Technical Capabilities:	0	0	
Aviation Safety Manager	0.2	0.2	
Aviation Safety Officer	0.2	0.2	
Chemical Processing	0	0	
Civil/Structural Engineering	2.5	2.5	
Construction Mgmt	0.25	0.25	
Criticality Safety	1.85	1.85	
Deactivation and Decommissioning	0.5	0.5	
Electrical Systems	0.85	0.35	
Emergency Management	4	3	
Environmental Compliance	7	5	
Environmental Restoration	0	0	
Facility Maintenance Mgmt	1.5	1	
Fire Protection Engineering	1	0.5	
Industrial Hygiene	2.6	1.6	
Instrumentation and Control	0	0	
Mechanical Systems	1.15	1.15	
Nuclear Explosive Safety	0	0	
Nuclear Safety Specialist	2.15	2.15	
Occupational Safety & Industrial Safety	3.65	2.65	
NNSA Packaging Cert. Engineers	0	0	
Quality Assurance	1	0	
Radiation Protection	2	2	
Safeguards and Security	23	17	
Safety Software Quality Assurance	1	1	
Technical Program Manager	0	0	
Technical Training	1.1	1	
Transportation & Traffic Management	1.75	1.75	
Waste Management	1	1	
Weapons QA	0	0	
TOTAL	72	55	
Federal Project Directors ⁴	0	0	
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.doe.gov/dep/dep/ftcp .			
3. Facility Representative staffing analysis worksheets are posted at http://www.hss.doe.gov/dep/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 Four: Current Shortages and Plans for Filling Them**AMSSEM:**

AMSSEM currently has 21 FTE positions in the Technical Qualification Program (TQP). Since 2009, there have been six technical positions lost through attrition and there are several individuals who have expressed an interest in retiring in FY2013. The evolving, expanding mission of Safeguards, 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 AMSSEM's ability to meet mission obligations with the quality expected for nuclear security. In addition, AMSSEM is still evaluating resource requirements needed after the security event at Y-12 and the security reviews which have been conducted.

The Materials Control and Accountability and Information Security Branch is staffed by five FTE Federal employees. Branch personnel provide Federal oversight and support to in excess of 300 Federal and Contractor sites/facilities. This responsibility includes the DOE ORO Classification Officer, Technical Surveillance Countermeasure Program Manager, Classified Matter Protection and Control Program Manager, Incidents of Security Concern Program Manager and Materials Control and Accountability (MC&A) Program Manager. Of the 5 FTEs, three are eligible for immediate retirement. The other two are providing support to Classification and MC&A programs respectively. The ORO Classification Officer, who also serves as the Office of Science Program Classification Officer, is currently serving as the Acting Branch Chief. Due to the complex and interrelated nature of Information Protection requirements, a sufficient amount of time and mentoring is necessary to properly assimilate personnel into this Branch such that they are able to independently provide oversight and guidance. In order to maintain the level of support in an uninterrupted manner, this Branch has a need for two additional FTEs, one Classification Analyst and one Information Security Specialist.

The Access Authorization Branch has a priority need to fill one federal position for a personnel security specialist. This need is due to the increased workload within the organization. Over 50 percent of the background investigations received from the U. S. Office of Personnel Management contain derogatory information thereby resulting in required adjudicative actions, i.e., letters of interrogatory, security interviews, and cases being processed for suspension of access authorization and processing for administrative review. One of the current federal personnel security specialists devotes a majority of his time to processing and adjudications requests for HSPD-12 badges thereby resulting in decreased manpower effort toward conducting security interviews and performing personnel security case adjudications. In addition, the majority of the federal personnel security staff has additional duties which decreases the time devoted to case adjudications and interviews. The Intelligence Reform and Terrorism Prevention Act of 2004 (IRTPA) outlines specific requirements to be met by all federal agencies. The Adjudication Timelines Performance requires 90% of case adjudications to be completed within 20 days. New reporting requirements were established by OPM in September 2012. This new requirement will result in longer processing times and possible failure of meeting time requirements outlined in the IRTPA. The 79A form is a report used by the U. S. Office of Personnel Management to monitor the timelines of processing and adjudicating personnel security cases. Prior to the new requirement, the 79A form was completed when the initial adjudicative decision was made; however, DOE personnel security offices were informed that 79As now cannot be completed until the final adjudicative action has been completed. As a result of the new requirement, this will result in longer processing times and possible failure of meeting time requirements outlined in the IRTPA. Additionally, there are HSPD-12 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. The processing of HSPD-12 badge

requests will increase drastically as the result of contractors submitting requests for HSPD-12 uncleared personnel. There are also two Personnel Security Specialists who are immediately eligible for retirement. Delays in hiring new personnel security specialists are exacerbated by the approximately 24 months it takes to complete the mandatory training curriculum. As a result of the increase in background investigations containing derogatory information, there has been more security clearances suspended and processed for Administrative Review. During FY2012 there were 21 Administrative Review cases and six suspensions of access authorizations. The suspension and administrative review packages must be written in a manner that are legally sufficient as well as written in a style that contains superior command of English language rules and usage. A technical writer position is an essential position for the Access Authorization Branch to ensure we continue to meet stringent processing timelines outlined in the Code of Federal Regulations (10 CFR 710) related to suspension of access authorizations and processing for Administrative Review hearings.

The Security Oversight and Support Branch has an immediate need for two additional federal positions to replace retired personnel. This human resource deficiency has increased the workload of remaining personnel and degraded the technical expertise necessary to provide depth and quality S&S program support and oversight to protect the assets within the approximately 300 facilities under the operational purview of the ORO, and created a potential single point failure in the Foreign Ownership Control and Influence (FOCI) and Facility Clearance programs. The Branch also has a need for an additional FTE to support the Survey/Inspection Program. With the recent Science (SC) Security Posture Review and HSS reviews /inspections, there is an additional emphasis on increased oversight and inspection of program activities. To meet this need, it is essential that these additional staff be hired. The organization is continuing to evaluate appropriate skill mix and number of personnel to ensure oversight and inspection needs are addressed.

The Emergency Management Team has a need to fill a position vacated by the 2010 retirement of a senior emergency management specialist with 30 years of service. This employee was the Team Leader for the Emergency Management Program, and since retirement, the Team Leader responsibilities have been assigned to the Deputy Assistant Manager for Office of Safeguards, Security and Emergency Management. The Emergency Management Team administers and maintains the Oak Ridge Reservation level emergency management program in support of the site offices responsible for ETPP and ORNL and in coordination with NNSA for the Y-12 National Security Complex. Filling this position is essential based on the need for daily management, leadership, and oversight of Emergency Management program responsibilities, mission priorities, and continuance of a coordinated Oak Ridge Reservation level emergency management program. The work load of the organization has increased due to growth in the scope of emergency management activities required in the area of Continuity of Operations, SECON plans, management and maintenance of the Joint Information Center (JIC), ISC support to Science laboratories, Environmental Management program activities, and increased programmatic oversight in areas such as facility level Hazards Surveys, Hazards Screenings and Hazards Assessment document reviews, and assessment of contractor emergency management programs. Additionally, the recent reorganization of the ORO has increased the work load to revise the emergency management program and operations on the Oak Ridge Reservation to reflect the changes of authority and update emergency management documentation accordingly.

In summary, seven additional federal FTEs are needed for a total of 28 TQP positions. Of these positions, two in the MC&A & Information Security Branch, one in the Access Authorization Branch, three in the Security Oversight and Support Branch, and one in the Emergency Management Team.

AMSTS:

AMSTS has 4 senior technical safety managers (STSMs) and 20 technical staff currently, the total of which has been decremented for 2 staff members who retired December 31, 2012, and 2 staff who are ORO-EM employees. These 4 staff FTEs are shown as 4 FTEs needed on the staffing table. Since 2010, the number of AMSTS staff has decreased from 39 to the current total of 24 going into calendar year 2013. That represents a 38% decrease in staffing, with no qualified staff remaining in Quality Assurance (QA), and Safety Software Quality Assurance (SSQA) and severe shortages in Environmental Compliance, Industrial Hygiene and Safety. 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, AMSTS partners with line organizations to develop, implement, and continuously improve safety processes, approaches, and management systems, procedures/directives. In the near term, strong needs have been identified for safety support in the following disciplines: Environmental Compliance, Fire Protection, Industrial Hygiene/Safety, Transportation, QA, and SSQA. A request has been made for hiring approval of 5 subject matter experts and 1 STSM is in process, for a total of 10 needed FTE staff. Also, new TQP assignments are being made to cross-train remaining staff into areas that are needed. Projected needs are based on current workload and increases due to anticipated support for ISC activities and closing out ARRA projects.

AMA:
None.

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

Existing shortages in staff are currently impacting the quality of our products and accomplishment of both line and security missions as identified in the recent security reviews. Eight of the 21 (38%) technical staff are eligible for immediate retirement with at least one planning to retire this year. Within the next five years, 11 personnel (52%) will be eligible for retirement. In addition, to remain proficient and responsive, personnel must be brought on board in a timely manner to ensure knowledge transfer and completion of required DOE qualification requirements.

AMSTS:

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, AMSTS technical support staff needs are projected to continue to increase. In 2013, 5 (21%) of AMSTS technical staff are eligible for immediate retirement (including the adjustment for the two employees who retired on December 31, 2012). Over the next 5 years approximately 5 additional staff will become eligible making 42% of the staff eligible for retirement without accounting for those eligible for early out authorization. With the projected retirements and the potential for both internal and external job changes, AMSTS 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.

AMA:

AMA has a total of seven technical positions where two of the seven positions are eligible for retirement within the next five years. This will equate to a 29% reduction in technical support under the AMA organization. The recent decision by ORO-EM to redirect cleanup activities from the ETTP Site to the NNSA Y-12 Site will delay reindustrialization activities and extend the need for technical positions beyond the previous 2017 cleanup completion date. 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 technical reservation management responsibilities. AMA 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 support from Safety and Technical Services and the Nuclear Engineering Site Office. The utilization of this support will depend on the Projects' needs and execution schedules and availability of support from Safety and Technical Services organization and the Nuclear Engineering Site Office.

Section Six: General Comments or Recommendations Related to the Technical Staffing

AMSSEM:

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

AMSTS:

AMSTS support to ORO and other SC sites has remained steady in the areas of reviews, assessments, walk-throughs, readiness reviews, modernization initiatives, ARRA, the SC Management System, etc. Currently, 5 members of the AMSTS technical staff are eligible for optional retirement; in addition, within the next five years (FY13-FY18), an additional 5 employees will become eligible and 6 become eligible for early retirement for a total of 16. This means during this time period, 67 percent of the current on board technical staff can retire which includes all the current STSM positions. Therefore, AMSTS 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.

AMA:

None.