

OFFICE OF THE CHIEF HUMAN CAPITAL OFFICER (HC)

MISSION AND FUNCTION STATEMENT

The Office of the Chief Human Capital Officer (HC) provides leadership to the Department of Energy (DOE) on the impact and use of policies, proposals, programs, and partnership agreements/relationships related to all aspects of Human Capital Management (HCM). Within the framework of the organization, HCM is an integrated approach that links human resources, training/development and diversity. HC develops, deploys and assesses a full range of short and long term human capital management solutions, policies and programs and pro-actively seeks additional solutions and approaches to serve the needs of the Department; advances and supports DOE's mission accomplishment by creating and implementing solutions that address workforce issues in the areas of recruiting, hiring, motivating, succession planning, competency development, training and learning, retention and diversity; and provides the full range of operational human resource and management advisory services to Headquarters staff. HC manages and provides similar operational services to the National Nuclear Security Administration (NNSA) and field staff through memoranda of agreement as requested; and also provides leadership and direction in dealings with the Office of Personnel Management (OPM), Government Accountability Office (GAO), the Merit Systems Protection Board (MSPB), Federal Labor Relations Authority (FLRA) and other Federal/non-Federal organizations relative to human capital programs and policies.

The Department's Chief Human Capital Officer (CHCO) is accountable for the strategic alignment of the Department's workforce to its mission and derives authority from the Secretary of Energy and the Chief Human Capital Officer Act of 2002 (Public Law 107-296). The CHCO is responsible for maintaining and effectively directing its human resources management policies and programs and directs and manages the Office of Human Capital Management. The CHCO serves to advise and assist the head of the agency and other agency officials in carrying out the Department's responsibilities for, selecting, developing, training, and managing a high-quality, productive workforce in accordance with the merit system principles. The CHCO serves as chief policy advisor on all human capital management issues and shares responsibility and accountability for the Department's performance and mission results. The Deputy Chief Human Capital Officer leads the agency Human Capital Management initiatives in concert with the CHCO.

The Director of Human Capital Management is responsible for leading the Department's HCM policies, programs and solutions and provides direction and administrative oversight of all HCM functions and responsibilities.

FUNCTIONS:

- Oversee and coordinate the Office of the Chief Human Capital Officer's commitments to the DOE Strategic Plan, and other DOE-wide performance based initiatives including the Department's Annual Performance Plan as well as Presidential and other key human capital management initiatives.
- Serve as the Department's principal human capital management expert and advisor and implements the rules and regulations of the President, and the laws of Department of Energy.

- Serve as Human Resources Advisor on matters relating to competitive sourcing.
- As the Office of the Chief Human Capital Officer Agent serves as, or designates, the Executive Secretary for the Federal Technical Capability Program Panel.
- Serve as the central focus for cutting-edge human capital management research and initiatives related to HCM competency development; change management; HCM career development and management; communications; marketing; and benchmarking and liaisons with public/private/non-profits/academia in these areas.
- Assesses workforce characteristics and future needs based on DOE's mission and strategic plan.
- Oversee all administrative and business functions for the organization, including internal measuring/tracking.
- Responsible for developing and advocating a culture of continuous learning and provides overall strategic direction of learning and workforce development within the department.

ADMINISTRATIVE MANAGEMENT STAFF (HC-1.5)

This organization is responsible for the day-to-day operations of the Office of the Chief Human Capital Officer. The office provides a variety of services designed to support the senior executive staff, and other business management activities. Specific functions of the office include:

- Directs planning, oversight, integration, and management of administrative, staff resources, and support systems for the entire Office of the Chief Human Capital Officer;
- Provides oversight of the business management, workforce planning, training and development; performance management, succession planning, and organizational development functions within the Office of the Chief Human Capital Officer;
- Leads the acquisition, real property and space management, and information resources management of the office;
- Manages administrative coordination and liaison for internal personnel administration and support;
- Ensures physical security compliance and continuity of operations preparedness for the office;
- Administers, in conjunction with the Office of the Secretary and the Office of Management, the Secretarial Awards Program;
- Leads internal efforts to ensure equal employment opportunity; training and employee development; position management and pay administration; and
- Advises and assists on all administrative issues impacting HC and its customers.
- Administers the DOE Quality Surveillance Plan (QASP) and conducts inspections, assessments and other evaluations based on QASP requirements.
- Managing the Office of the CHCO intranet and internet websites, to include: establishing and managing a process for systematically changing, updating and archiving site content; establishing a process and plan for ensuring that files and file directory structures are up and running properly at all times and all links are functional; monitoring site usage data and user feedback to make decisions on content removal, replacement, or improvement; identifying and resolving technical problems in a timely manner; assuring compliance with Section 508 of the Americans with Disabilities Act; and developing and implementing appropriate security measures.

OFFICE OF HUMAN CAPITAL POLICY, ACCOUNTABILITY & TECHNOLOGY (HC-10)

MISSION AND FUNCTION STATEMENT

This organization supports the program objectives and missions of all Departmental components by (1) developing Department-level human capital management (HCM) and training/development policies, (2) developing human capital management strategies that provide the direction and structure for Departmental HCM programs, (3) developing HCM legislative proposals; (4) supplying HCM policy advice and guidance within the Department; and (5) developing and implementing innovative HCM business solutions relating to corporate recruiting, talent capacity, diversity outreach, and technology innovations.

Human capital management strategies, policy, programs and plans are developed and assessed for overall success and compliance with merit system principals, civil service laws and regulations, and Departmental HCM directives. This office is the primary representative body for the Department when coordinating with the Office of Personnel Management, the Office of Management and Budget, the General Accounting Office, and other Federal and non-Federal customers and organizations in connection with human resources and human capital management areas of responsibility.

HUMAN CAPITAL POLICY & ACCOUNTABILITY DIVISION (HC-11)

This division serves as the HCM policy arm for the Department. It supports program objectives and missions of all DOE components by developing HCM-related policies and strategies and supplies advice and guidance across the Department.

FUNCTIONS:

- Provide a full range of staff support to the Chief Human Capital Officer including support required for internal and external responsibilities. Develop and revise the agency human capital management strategy in support of the overall departmental strategic plan.
- Seek out, influence and translate legislative and regulatory direction into Departmental strategies, policies and programs to address DOE human capital needs. Research and develop Departmental directives and associated issuances addressing all aspects of a comprehensive HCM program.
- Develop, identify, and coordinate policies, standards and guidance that provide the structure for Departmental training and development programs.
- Review and comment on draft testimony for Congressional hearings related to assigned human capital management areas.

EMPLOYMENT SOLUTIONS DIVISION (HC-13)

This division develops and implements innovative HCM business solutions relating to corporate recruiting, organizational and workforce development, workforce and succession planning, talent capacity, and diversity outreach.

FUNCTIONS:

- Directing the activities of the Corporate Outreach and Recruitment Council (with representatives from across the Department including NNSA, the Power Marketing Administrations, and the National Labs), including enhancing entry-level and mid to senior level hiring across DOE, furthering the use of automated technology in outreach and recruitment efforts, designing effective marketing and branding efforts to attract the right candidate for the right job, incorporating diversity strategies, and developing measures of success.
- Designing and managing strategic employment programs that address Departmental and programmatic needs.
- Providing oversight and direction for Departmental career entry programs (e.g., Presidential Management Fellows Program, Career Intern Programs, etc.) and student employment programs across the Department.
- Leading and coordinating corporate outreach and recruitment efforts by engaging collaborations with program offices, field sites, NNSA and National Laboratories.
- Providing consultative services related to current and future workforce planning issues associated with educational and community outreach, recruitment and the development of recruitment strategies, the development of strategic hiring programs, addressing workforce needs, and guidance on implementing hiring flexibilities.
- As it relates to recruitment and employment strategy development, directing, initiating and providing liaison and coordination for partnerships and participation with professional human resource organizations within and outside of government such as the International Public Management Association (IPMA), the National Academy of Public Administration (NAPA), the Partnership for Public Service, and the National Association of Colleges and Employers (NACE).

INFORMATION MANAGEMENT DIVISION (HC-14)

This division provides operational support and consultative advice to the Chief Human Capital Officer and Departmental Senior Management on matters pertaining to the use of the acquisition, deployment and maintenance of enabling technology to support the tactical and strategic management of human capital related to accomplishing Department goals and program objectives.

The mission also entails establishing and providing assistance and guidance on the use of technology-supported business process reengineering; investment analysis; performance measurement; strategic development and application of information systems and infrastructure; policies to provide improved management of information resources and technology; and better, more efficient service to our clients and employees.

The division is responsible for the management and operation of human resources information management solutions throughout the Department; representing the

Department to central management agencies (e.g., the Office of Personnel and the Office of Management and Budget) on issues relating to information management; directing the Enterprise Architecture efforts and the enterprise solutions across the Department; influencing the development and maintenance of the Department's human resources information technology architecture; developing and establishing Department human resource information technology policies, and advocating rigorous methods for analyzing, selecting, developing, operating, and maintaining information systems.

FUNCTIONS:

- Managing the Corporate Human Resources Information System (CHRIS/PeopleSoft)
This technology involves storing the data on a series of Database Servers, Application Servers, Batch Servers, Web Servers and a Report Repository. These servers are available only via the Departments secure intranet, DOENet, and are not accessible via the internet. This technology combines the power of main frame computing with the ease, speed, and user-friendliness of browser-based access and includes:
 - CHRIS Workflow
 - Employee Self-Service (ESS)
 - Hiring Manager/QuickHire - the Department's Automated Recruitment Application
 - PeopleSoft Version 8.8 - Managing upgrade of CHRIS to PeopleSoft
 - ePerformance implementation the new Department wide performance appraisal system.
 - Serving as the Principle point of contact with the Office of Personnel Management for coordinating the following e-Government Human Capital Management initiatives:
 - Human Resource Line of Business
 - Enterprise Human Resource Integration
 - e-Training
 - Shared Service Provider
- Help Desk Services for the enterprise system
- Continuity of Operations Planning (COOP) support
- Outreach/Customer Relationship Management (CRM)
- Operating, maintaining, and enhancing the enterprise systems and services.
- Implementing and monitoring HRIS policies and procedures, and developing plans and budgets for HRIS support services
- Identifying, implementing, and maintaining standard HRIS automation application
- Ensuring reliable, high-performance HRIS services
- Coordinating with the HCM Business Office to develop the HRIS IT capital planning and budgeting processes, providing direct planning support to assure that IRM plans support agency business planning and mission accomplishment
- Implementing policies and guidance on information resources management within HC for acquisition and use of information technology, development of architectural standards for interoperability, and coordination of implementation procedure
- Operating and maintaining an information technology support service (Help Desk) for participating HRIS components
- Managing contracts for equipment and support services related to the provision of IT services in OS and participating agencies
- Representing the OCHCO and/or the Department through participation on interagency and Departmental work groups and task forces, as appropriate

- Responsible for HRIS compliance with and implementation of all applicable Federal Laws regarding IT Security
- Responsible for Enterprise Operations and coordinates e-government efforts across the Department
- Provides recommendations regarding funding of e-government efforts, strategies on agency-specific system integration, and reviews new projects for possible redundancy with existing e-gov initiatives
- Leading Departmental efforts to expand the availability of electronic means for conducting business
- Coordinates HRIS activities that support the President's Management Agenda's objective for E-Government
- Coordinates planning and task tracking across OIRM to ensure effective utilization of staff and other resources
- Oversees full life-cycle of OIRM contracts. Works with contracting organizations, contractors and other parties to ensure that contractual transactions are substantively correct, and to track completion of tasks
- Oversees and manages employee performance improvement programs to develop and maintain the technical expertise and qualifications of employees in Innovations and solutions
- Coordinates and directs the Department's HRIS systems in compliance with Section 508 of the Rehabilitation Act (1973)
- Provides leadership and management of the technical components of various applications and systems that support Human Capital mission, services, and products.
- Works in close coordination with other Offices and Divisions within the Office of the Chief Human Capital Officer that have program management responsibility for delivering services and engaging customers in which information systems and applications are utilized. Examples include Knowledge Management, OLC-2, and CHRIS Training Workflow.

OFFICE OF LEARNING AND WORKFORCE DEVELOPMENT (HC-20)

MISSION AND FUNCTION STATEMENT

The mission of the Office of Learning and Workforce is to ensure the Department of Energy workforce possess the breadth of skills and competencies needed in order to successfully accomplish the mission of the agency. The Office of Learning and Workforce establishes the vision, strategy and corporate policy to support the Department's talent development requirements.

To accomplish its mission, the Office of Learning and Development provides guidance and resources to define and assess critical workforce competencies. The Office also provides strategies to address identified skills gaps. The Department designs, develops, delivers and manages knowledge-based workforce development. It carries out strategic learning initiatives to ensure the Department's employees possess the breadth of skills and competencies they need in order to successfully accomplish the Department's mission.

The Office of Learning and Workforce is comprised of two distinct business line functions:

INNOVATION AND PERFORMANCE IMPROVEMENT DIVISION (HC-21)

The division of Innovation, Technology, and Performance Improvement functions as an internal consulting resource for the Office of Learning and Workforce Development. The division facilitates the development and implementation of the High Performance Team model and delivers High Performance organization and team development for the Office of Learning and Workforce Development and its customers. It establishes business processes and metrics across training functions; tracks and measures organizational results; provides performance consulting; and facilitates innovation through the integration of learning, policy, strategy, and technology.

FUNCTIONS

- HP Organization Team Development
- Internal Training/Coaching
- Metrics and Performance Tracking
- Business Process Development
- Internal Consulting
- Competency Development
- Team Building

- Learning Strategies and Policies
- Performance Consulting
- Learning Technologies

LEARNING AND DEVELOPMENT PROGRAMS DIVISION (HC-22)

The Learning and Development Programs Division develops and manages crosscutting, competency-based, programs for professional, supervisory, managerial and executive development. The division implements learning strategies to encourage continuous learning and assesses program effectiveness to ensure continuous program/process improvement. It promotes the effective integration of learning strategies through the identification and use of appropriate blended learning formats within all training, leadership, and career development programs. In addition to the portal that all of the L&D programs are accessible is managed and maintained by this organization, the DOE Virtual University (DVU).

These are the primary areas of emphasis in this division:

- Implement and maintain **DOE Career Development Programs**
- Implement and maintain curricula supporting **Technical and Professional Skills Development**
- Implement and maintain curricula supporting **Strategic Leadership Development Programs**
- Manage and maintain the **DOE Virtual University**
- manage the **Integrated Training Management** process and deliverable (Training Needs Assessment, Annual Training Plan, Annual Training Report and IDP's)

OFFICE OF HUMAN RESOURCE SERVICES (HC-30)

MISSION AND FUNCTION STATEMENT

This organization provides a full range of human capital management (HCM) operational functions, employee work life programs, workforce service delivery, and day-to-day operational support for Headquarters in the competitive, excepted and senior executive services and for political and presidential appointees and senior executives in Headquarters and the field.

HEADQUARTERS OPERATIONS DIVISION (HC-32)

- Deliver employment operational and advisory services, including position management, recruitment, staffing and classification, reduction in force in Headquarters.
- Provide operational and advisory support for competitive sourcing initiatives and impacted serviced population.
- Provide information to HQ employee population on employee benefit programs (retirement; health, dental, vision, long-term care, and life insurance; thrift savings plan; flexible spending accounts; the transit subsidy program; and annual and sick leave, and long-term care through individual consultation, new employee orientation and exit interviews.
- Deliver a range of human resources personnel processing functions to employees in HQ organizations, including processing actions, OPF maintenance, security clearances, and payroll interface.
- Administer Headquarters career entry programs (e.g., Presidential Management Fellows Program, Career Intern Programs, etc.) and student employment programs.

HQ EMPLOYEE LABOR MANAGEMENT RELATIONS DIVISION (HC-33)

- Provide labor/employee management relations advisory services to Headquarters staff, including union negotiations, adverse actions, grievances, and performance management.
- Represent management in third party situations or union negotiations.
- Provide work life information, referral and support services to Headquarters employees covering such areas as child care, elder care, employee assistance programs, health and wellness, career transition and programs for the accessibility of Departmental services for people with disabilities.

OFFICE OF EXECUTIVE RESOURCES (HC-40)

MISSION AND FUNCTION STATEMENT

This organization provides a full range of human capital management workforce services and support as well as policy guidance functions to senior level positions (SES, SL, and ST), excepted service positions (EJ, EK, and ARPA-E ET/ER) and political appointments for the Department. This includes:

FUNCTIONS

- Providing operational and advisory executive services to Headquarters and field components, including political appointees and the immediate Office of the Secretary.
- Providing operational support to the Department's Executive Resources and Performance Review Boards.
- Administering the SES and SL/ST performance management systems and recognition and awards programs.
- Managing the SES Candidate Development Program.

OFFICE OF HUMAN CAPITAL STRATEGY, BUDGET, AND PERFORMANCE METRICS (HC-50)

MISSION AND FUNCTION STATEMENT

The organization provides strategic direction and advice to its stakeholders through the integration of budget analysis, workforce projections, and performance metrics in support of the goals and missions of the Department of Energy.

FUNCTIONS

- Promotes business partnerships with Departmental elements to define and design HCM implementation strategies in alignment with Departmental mission, goals and objectives.
- Provides strategic direction and advice through analysis of budget, workforce projections, and performance to respond to congressional mandates, administration goals, Departmental priorities and mission needs.
- Provides analytical support and consultative advice to the Chief Human Capital Officer, Departmental Senior Management and partner agencies on strategic human capital management, performance metrics, workforce analysis and succession planning.

PROJECT AND SURVEY STAFF (HC-50.1)

The Project and Survey Staff work with other HC-50 divisions to provide strategic directions and advice to stakeholders through budget analysis, workforce projections, and performance metrics. HC-50.1 facilitates the integration of HR program functions and cultivates business partnerships with Program and Staff Offices (PSO) within the Department to define and design Human Capital Management (HCM) implementation strategies for establishing and sustaining consistent quality management functions throughout Human Capital (HC). These partnerships serve to ensure that human capital management strategies and policies are constructively integrated within the broad missions, goals, and objectives of Departmental elements while ensuring compliance with applicable laws, legislation, and policies.

The Project and Survey Staff identifies potential HR problem areas and needs throughout the Department, and create short- and long-range staff development solutions for HR, reflecting responsiveness and full support for Departmental programs and missions. HC-50.1 plans for, organizes, and executes complex operational, administrative or management studies or projects; conducts or oversees special studies or policy analyses and works with senior management to improve, streamline, and facilitate the ability of the CHCO to gain maximum performance for HC professionals.

PERFORMANCE METRICS AND BUDGET DIVISION (HC-51)

This division supports the effective and efficient implementation of the Department of Energy's human capital initiatives and functions through the strategic integration of corporate human capital performance metrics and budget of the Office of the Chief Human Capital Officer (HC)

FUNCTIONS:

Human capital performance measurement and strategic functions at the DOE and interagency levels include:

- Provides analytical support and strategic advice to internal and external HC stakeholders on the appropriate and effective use of performance metrics as a key to effective strategic and human capital management.
- Executes full range of strategic human capital initiatives to support cross-cutting human capital reinvention, reengineering, and business process improvement.
- Works in conjunction with HC management, DOE Human Resource Directors, the Department's Performance Improvement Officer (PIO) and others, to lead, develop, and address human capital performance metrics and resources issues.
- Executes data collection and reporting processes in compliance with the Office of Management and Budget (OMB) guidance and DOE policy for internal management controls and quality assurance.
- In collaboration with the Office of Personnel Management (OPM) and the CHCO Council, represents DOE/HC on intergovernmental working groups to develop strategies and implementation plans for government-wide human capital initiatives.
- Collaborates with the Workforce Analysis & Planning Division (HC-52) to support the strategic use of human capital data analysis and performance metrics.

Financial and resource management functions within the Office of Chief Human Capital Officer (HC) organization include:

- Directs planning, oversight, integration, and management of HC financial and staff resources to include; budget formulation, integration, and execution; staffing and resource allocation; accounting; and acquisition and contract management.
- Advises and assists on all budgetary/resource policy and program issues impacting HC and its customers.
- Works in conjunction with the Department's Headquarters Procurement Office, the Office of the Chief Financial Officer (CFO), and others to facilitate financial and contractual requirements.
- Leads HC acquisition/procurement and contract management.
- Oversees HC-related Working Capital Fund business lines.
- Collaborates with the Administrative Management Staff (HC-1.5) to ensure integration of financial and staff resources with administrative and support systems for HC.

WORKFORCE ANALYSIS AND PLANNING DIVISION (HC-52)

This division provides strategic direction guidance and advice through analysis of budget and workforce projections and plans, congressional mandates, administration goals, Departmental priorities and mission needs.

FUNCTIONS:

- Develop business intelligence, demographic and trend analyses in support of corporate workforce planning and in response to requests from within the Department and from external oversight agencies.
- Analyze and evaluate workforce plans, employment trends, budget development and implementation, Departmental studies and human capital assessment systems. Develop staffing targets and track staffing management throughout the Department to identify needs for new or changing policies, programs and strategies.
- Provide advice and staff assistance on major corporate restructuring proposals. Review proposed organization changes and advise senior Departmental management regarding organizational issues and impacts. Maintain Departmental organization charts and mission and function statements.