

ASSESSMENT OF SRSO TRAINING & QUALIFICATION PROGRAM

This self assessment evaluates the effective implementation of the Technical Qualification Programs (TQP). The Federal Technical Capability Panel (FTCP) also reviews the results of the TQP self-assessments and determines if further action is necessary on a Departmental level.

Federal Technical Capability: LOIs

- a. **FTC-1. Executive Commitment and Line Management Ownership.** Line management is actively involved in all aspects of technical employee recruitment, retention, development, and deployment.
 - 1.1 Line managers are aware of the requirements and administrative flexibilities associated with recruiting, hiring, and retaining high-quality technical employees.
 - 1.2 Senior line management supports the continuous technical development and improvement of employees.
 - 1.3 Supporting Departmental organizations (personnel, training, contracts, finance, etc.) recognize line managers as customers and effectively support them in achieving and maintaining technical excellence.
 - 1.4 The applicable Level One or field level Functions, Responsibilities, and Authorities Manual (FRAM) clearly defines Federal line management responsibilities in the area of technical capability.
 - 1.5 Achieving and maintaining technical competence are reflected in the goals and objectives of the organization and the position descriptions and performance evaluation plans of senior managers.
 - 1.6 Technical capability programs and processes are institutionalized through Policy, Orders, Standards, and procedures.
 - 1.7 Management uses the results of previous FTCP assessments as a tool to improve the program.
- b. **FTC-2. Recruiting Technically Capable Personnel.** An effective process is implemented to attract highly competent technical personnel to fill key positions in the Department.
- c. **FTC-3. Staffing and Deployment.** Technical staffing plans are developed, maintained, and used as the basis for recruiting, developing, and deploying personnel to ensure that critical safety positions are filled with technically competent people.
- d. **FTC-4. Development of Technically Capable Personnel.** Programs and processes are effectively implemented to encourage the continuous improvement of technical personnel.
- e. **FTC-5. Retaining Technically Capable Personnel.** DOE is an organization where technically competent personnel are respected and want to work.

Technical Qualification Program: LOIs

- a. **TQP-1, Demonstration of Competence.** The program clearly identifies and documents the process used to demonstrate employee technical competence.
- b. **TQP-2, Competency Levels.** Competency requirements are clearly defined and consistent with applicable industry standards for similar occupations.
- c. **TQP-3, Plans and Procedures.** Plans and/or procedures are developed and implemented to govern administration of the program.
- d. **TQP-4, Qualification Tailored to Work Activities.** The program identifies unique Department- and position-specific work activities and specifies the knowledge and skills necessary to accomplish that work.
- e. **TQP-5, Credit for Existing TQPs.** The program is structured to allow credit, where appropriate, for other TQP accomplishments.
- f. **TQP-6, Transportability.** Competency requirements identified as applying throughout the Department are transferable.
- g. **TQP-7, Measurable.** The program contains sufficient rigor to demonstrate compliance to the principles

References:

- DOE 0 226.1B, *Implementation of Department of Energy Oversight Policy*
- DOE P 226.1B, *Department of Energy Oversight Policy*
- DOE 0 360.1 C, *Federal Employee Training*
- DOE 0 426.1 Chg 1, *Federal Technical Capability*
- DOE 0 426.2, *Personnel Selection, Training, Qualification, and Certification Requirements for DOE Nuclear Facilities*
- NNSA Demonstration Project Policies and Procedure Manual
- NNSA BOP-002.03a, *NNSA Recruitment, Relocation, and Retention Incentives Program: Interim Policy Pending Issuance by US OPM of Final Regulations*
- NNSA BOP-002.04a, *NNSA Competitive Service Merit Promotion Plan*
- NNSA BOP-002.07, *NNSA Federal Employee Training*
- NAP-17, *Federal Training*

Record Review:

- SV-MAN-002, *Savannah River Site Office Safety Management Functions. Responsibilities, and Authorities Manual, May 7, 2010*
- SV.PRO-006, *SRSO Training Procedure, Rev 0, August 26, 2011*
- SV.PRO-012, *SRSO Self-Assessment, Rev 5, July 31, 2011*
- SV.PRO-015, *Technical Qualification Training Program, Rev 3, Oct 31, 2010*
- SV.PRO-034, *Continuing Training Program, Rev 2, January 31, 2011*
- Position descriptions for AMs for NNSA Savannah River Site Office (SRSO)
- Qualification and training records for NNSA SRSO TQP participants
- Performance plans for the AMs of NNSA SRSO

- Individual development plans for NNSA SRSO TQP participants
- Federal Technical Capability Panel (FTCP) Annual Workforce Analysis and Staffing Report, February 2, 2010
- Savannah River Site Office Assessment of SRNS Tritium Programs Training and Qualification Program, September 2009
- Savannah River Site Office Assessment of SRNS Tritium Programs Training and Qualification Program, May 2010
- NNSA TQP Progress Tracking Matrix

Interviews:

- Assistant Manager for Mission Assurance
- Assistant Manager for Facilities and Projects
- Safety System Oversight Engineer
- Facility Representative
- Nuclear Safety Specialist
- Quality Assurance Engineers
- Training and Qualification Manager
- Management Analyst
- Executive Potential, Interns and Fellowship participants
- Security Specialists

FTCP Lines of Inquiry

- a. **FTC-1. Executive Commitment and Line Management Ownership. Line management is actively involved in all aspects of technical employee recruitment, retention, development, and deployment.**

- 1.1 **Line managers are aware of the requirements and administrative flexibilities associated with recruiting, hiring, and retaining high-quality technical employees.**

Discussions with SRSO managers indicate they have a good understanding of the DOE O 426.1 and NNSA NAPs and BOP requirements. SRSO continues to utilize intern and development programs to retain and hire highly technical employees.

- 1.8 **Senior line management supports the continuous technical development and improvement of employees.**

Discussions with staff and line management indicate a commitment to technical and individual professional development. Both staff and management have an understanding of the constraints and limitations associated with available budget. Training, mentoring, job rotation, position shadowing and other activities are supported and utilized by SRSO management for continuous professional development.

- 1.9 Supporting Departmental organizations (personnel, training, contracts, finance, etc.) recognize line managers as customers and effectively support them in achieving and maintaining technical excellence.**

Assistant Managers within SRSO and other NNSA managers in the NA-20 program are recognized and treated as customers and are effectively supported in maintaining the technical capability within their organization and site office. Examples include support provided by S. Greene concerning HR & Training activities. Also, areas included are contract management, budget, cost management and computer support provided by other SRSO staff.

- 1.10 The applicable Level One or field level Functions, Responsibilities, and Authorities Manual (FRAM) clearly defines Federal line management responsibilities in the area of technical capability.**

The FRAM does define roles/responsibilities (RR) and functional responsibilities for SRSO Line Management. Sections 2.1 and 3.1 communicate SRSO's expectations with respect to establishing and maintaining professional, business and technical capabilities. FRAM sections 3.5.2 and 3.5.3 identify the responsibility of the Manager's Office and Human Resource Management specialist's responsibilities to ensure these expectations are executed.

OFI: The FRAM could better communicate the SRSO individual employee's and Functional manager's role/responsibility in maintaining a 21st century professional, business or technical capability.

- 1.11 Achieving and maintaining technical competence are reflected in the goals and objectives of the organization and the position descriptions and performance evaluation plans of senior managers.**

The SRSO FRAM lays out an expectation of technical competence. See 1.10. (SRSO work requires the effective teaming of diverse Federal professionals to accomplish the mission. SRSO is committed to creating an environment wherein high performance teams and partnerships are empowered to accomplish an objective through the combined talents of the participants. Technical skills are fostered through the Technical Qualification Program, which provides ongoing training and evaluation to ensure Federal staff maintains the highest levels of technical expertise). All SRSO supervisors have a Supervisor Specific Performance Objective within their performance plan that incorporates Human Capital Management objectives for developing and maintaining professional, business and technical competence.

OFI-The position descriptions of the senior managers do not consistently address both personally and organizationally maintaining technical competence.

- 1.12 Technical capability programs and processes are institutionalized through Policy, Orders, Standards, and procedures.**

SRSO has adequately flowed down requirements and institutionalized processes in the following SRSO procedures:

SV-MAN-002, SRSO Safety Management Functions, Responsibilities, and Authorities Manual, Rev. 6

SV-PLN-002, SRSO Annual Assessment Plan, Rev.8

SV-PRO-006, SRSO Training Procedure, Rev. 6

SV-PRO-015, Technical Qualification Training Program, Rev. 3

SV-PRO-034, Continuing Training Program, Rev 2

SV-PRO-048, SRSO Employee Performance Management, Rev 0

The 2007, 2009 Self Assessments and CDNS Assessments found SRSO had a well established, well documented training program. The 2009/2010 Self Assessments confirmed that the training program remains robust both in its application and as codified in several Site Office Procedures. Procedure SV-PRO-006, SRSO Training Procedure delineates SRSO responsibilities and requirements for training. Procedure SV-PRO-015, Technical Qualification Training Program provides a comprehensive process for the training and qualification of SRSO Technical Personnel. Procedure SV-PRO-034, Continuing Training Program provides process for continuing training for SRSO personnel in the Technical Qualification Program. Procedure SV-PRO-048, SRSO Employee Performance Management, provides the process for employee performance accountability and assurance. These procedures provide the basis for a robust implementation of the DOE O 360.1B requirements.

1.13 Management uses the results of previous FTCP assessments as a tool to improve the program.

Issues identified in the FY07, 09 and 10 training program self-assessments using CDNS evaluation criteria have been resolved and verified within the FY11 training program self-assessment. Previous corrective actions were tracked to completion in Pegasus, FY10 self assessment issues were validated and have been closed or progressing to closure during this review. Although several of the findings identified in the training program self-assessments had continued to be carried through past assessments. For example, Fed T&Q.I-L4' and Fed T&Q.1-21F from that report identify deficiencies with proceduralizing "the annual training needs assessment/analyses and summary reporting and the development of a training plan." These have all been closed prior to commence of this assessment with the exception of utilizing an established and comprehensive set of CRADS or assessment criteria based on applicable Regulatory, DOE, or NNSA requirements." Though SV-PRO-012 may establish a set of generic CRADS to evaluate the site programs. There is essentially no difference in the CRADS used in FY07, FY09 and FY10 assessments. The FY11 Self Assessment has attempted to utilize a more comprehensive set of Lines of Inquiry to full capture the Training and Qualification program.

SRSO 2010 Self Assessment Findings/Weaknesses/Opportunity for Improvement:

1) Closed-Verified: Fed T&Q.I-IIF -No evidence of a current SRSO training plan could be found. This is an ongoing NNSA issue that requires attention by NNSA HQ.

The SRSO FY10 TNA was provided to the LCDD in July 2009 and SRSO received the final approved TNA back on 1/4/10. SRSO also provided its FY11 TNA to LCDD on 8/11/10 and SRSO received the final approved TNA back on 12/23/10. SRSO staff attends corporate sponsored training as per the approved TNA. SRSO has complied with all requirements as outlined in Site Office procedures and also meets the requirements of 4.b of DOE O 360.1 B. The fact that NNSA has not developed and issued a composite training plan is beyond the control of the Site Office, and is being addressed by the LCDD.

2) Closed Verified: Fed T &Q.1-21F -SRSO procedures do not fully implement the requirements of DOE O 426.1, Federal Technical Capability.

SV-PRO-015, Rev. 3 was issued to incorporate the requirements of DOE O 426.1. This completes all required action for this item.

3) Closed-Verified Fed T&Q.1-31F -SRSO training procedures are not implemented as written.

SV-PRO-034, rev. 2 was issued to incorporate the use of the NNSA Service Center issued CTP Progress Trackers. This will enhance the SRSO Continuing Training Program by providing positive documentation that individuals are maintaining awareness of changes to DOE requirements.

4) Closed-Verified: Fed T&Q.I-41F -The SRSO use of the CDNS evaluation criteria does not satisfy the requirements to assess the TQP per DOE O 426.1, Federal Technical Capability.

The FY11 SRSO Self Assessment utilizes the DOE O 426.1 FTC recommended lines of inquiry as the framework for the assessment.

5) Fed T&Q.1-1/O, Lack of formal feedback and viable continuing training program, as described in SV-PRO-015, Technical Qualification Training Program, detract from program effectiveness.

The current SRSO training program provides ample opportunity for individuals to provide feedback to the TQP Manager as well as their supervisor on ways to improve the program. There is also a capability with CHRIS to provide feedback and provide electronic copies to supervisor. Additionally, the TQP Manager maintains an "open door" policy to changes/improvements and takes this feedback into account when preparing revisions to the program documents.

CDNS 2010 Assessment

5) Fed T&Q.1-2/F, The absence of an effective continuing training program is a violation of requirements in DOE O 426.1, page 8, paragraph (g); and in SV-PRO-034, Continuing Training Program.

SV-PRO-015, Technical Qualification Training Program, Rev. 3, was issued to incorporate the requirements of DOE O 426.1. This completes all required action for this item.

6) Fed T&Q.1-3/F One SRSO technical staff member was inappropriately qualified as STSM without first completing a comprehensive written examination as required by DOE O 426.1, page 9, paragraph (6)(b).

The SRSO technical staff member's Senior Technical Safety Manager qualification was withdrawn immediately when the discrepancy was identified. The individual subsequently completed and passed a written examination on 2/16/11. The examination was provided by the NNSA Service Center. The individual's qualification card was signed off by the SRSO Federal Technical Capability Agent on 2/22/11 and the NNSA Service Center was notified to update the training records to reflect completion.

7) Fed T&Q.1-1/W SRSO treatment of issues identified as a result of the conduct of self-assessments represents a programmatic weakness and has resulted in repeat findings.

The guidance for treatment of issues identified in self-assessments to determine which ones require a formal root cause analysis has been addressed in SV-PRO-012, Rev. 5, SRSO Self-Assessment, which was issued 7/31/11.

8) Fed T&Q.1-1/OFI SRSO should consider if sufficient personnel resources have been applied to the TQP to ensure that the program is managed and administered appropriately and to ensure the timely resolution of needed improvements.

SRSO completed a workforce analysis in December 23, 2010. Sufficient TQP resources are applied.

- b. **FTC-2. Recruiting Technically Capable Personnel. An effective process is implemented to attract highly competent technical personnel to fill key positions in the Department.**

SRSO utilizes available corporate HR processes to acquire competent technical personnel. SRSO recent hires have opened the hiring process outside of NNSA & DOE to solicit the best talent. SRSO utilizes the flexibility of the DEMO to obtain the best qualified personnel. Intern programs, such as the Future Leader Program and Student Career Experience Program (SCEP) have been utilized by SRSO to fill future designated positions.

- c. **FTC-3. Staffing and Deployment. Technical staffing plans are developed, maintained, and used as the basis for recruiting, developing, and deploying personnel to ensure that critical safety positions are filled with technically competent people.**

In accordance with DOE O 426.1, Federal Technical Capability, SRSO performs an annual workforce analysis of their organization and develops staffing plans that identify

technical capabilities and positions needed to ensure safe operation of defense nuclear facilities. This analysis considers factors that drive federal oversight mission risk, safety/hazard risk, size, complexity, condition, contractor maturity and others. SRSO workforce analysis process covers technical capability needs to address all programmatic, facility and operational hazards and is performed in accordance with the NNSA standard staffing model. The total analysis includes considerations of SRSO's and other Site offices summaries developed at the end of each year provide the basis for the Federal Technical Capability Panel (FTCP) annual report to the Secretary of Energy. The annual report summarizes actions taken or necessary trends to maintain DOE's federal technical capabilities for safety assurance. The SRSO FTCP workforce staffing analysis provides the basis for identification of positions such as the Facility Reps and Safety System Engineers that enable safe operations of defense nuclear facilities. All SRSO FTCP positions have been staffed and personnel are either currently qualified or making satisfactory progress toward completion of qualification requirements.

F-The STSM process is identified in SV-PRO-015 section 6.10.2. SRSO has designated 2 Senior Manager Positions as STSMs. The Deputy Manager's position description does not require a STSM but allows for assignment of TQP designation. Procedure SV-PRO-15 should be revised at next sunset review.

d. FTC-4. Development of Technically Capable Personnel. Programs and processes are effectively implemented to encourage the continuous improvement of technical personnel.

The T&Q program is managed by a highly competent individual and implementation is supported by the Senior Managers and staff. He is supported by an experienced training liaison. Appropriate management focus is placed on completing both the T&Q requirements as well as the necessary self assessments. He maintains proper tracking and visibility of requirements, assignments and due dates through the E-Pegasus action tracking system that replaced the SRSO Executive Commitment and Action Tracking (ECAT) and SIMTAS systems. This encourages compliance with performance metrics and completion of required actions/assessments. The SRSO Manager is briefed on the status of items or items in jeopardy of being late. The SRSO Annual Workforce Analysis and Staffing Plan submitted on December 23, 2010 demonstrated that the TQP positions are adequate or can be adequately performed with SRSO staff from other functional areas. The SRSO also uses the Future Leaders, Contractor Support, NNSA Service Center, SRS-EM and NA-20 staff as a resource to meet current and evolving commitments and actions.

SRSO's continuing training program for individuals in the TQP is defined in SV-PRO-034. This planned structured approach motivates and enables TQP employees to maintain or improve their performance in their position. SRSO also supports continuous improvement outside of the TQP with opportunities in as fellow-ships, executive potentials, internships, and temporary duties to further professional and organizational development. However, SRSO is challenged to fully utilize these programs due to the small size of the office, experienced senior staff, lack of budget and the lack of functional organization depth to allow employees to vacate for periods of time. Additionally because lack of opportunity for promotions individuals who have participated in the leadership development programs have no place to go after coming out of these programs..

OFI-SRSO Manager's office could establish a management trainee detail that spends 25-35% of their time in a "Leadership development" role to further leadership development and opportunities. This competitive selected detailee would rotate through the organization representing and supporting senior leadership.

e. FTC-5. Retaining Technically Capable Personnel. DOE is an organization where technically competent personnel are respected and want to work.

Committed to maintaining and ensuring the technical competence of its workforce, the SRSO senior management established an FTCP as part of the Federal T&Q program. To emphasize the technical qualification program's importance at the site, the SRSO Manager appointed a Senior Leader as the representative to the FTC Panel. SRSO is one of only two sites demonstrating this high level of commitment to the program. Another senior manager, the Performance Assurance Manager, provides direct support to the program's implementation. Recruitment, deployment, development and retention; these four FTCP elements are embraced by SRSO as the cornerstones of their technical qualification program. In upcoming interviews with prospective employees through the Future Leaders Program, SRSO plans to use the TQP as an enticement to applicants, demonstrating the commitment to improving applicant technical skills. Their subsequent deployment at the site office is based on experience, education and qualification, much of which will be obtained through the TQP qualification process. SRSO Manager's include TQP and professional development within the individual's development plan and inclusion into each individual's annual performance plan.

3. TQP ASSESSMENT OBJECTIVES AND CRITERIA.

TQP-1, Demonstration of Competence. The program clearly identifies and documents the process used to demonstrate employee technical competence.

The SRSO T&Q program is managed by a single highly competent individual and its implementation is supported by the Senior Managers and staff. He is aided by the SRSO training liaison. Appropriate management focus is placed on completing both the T&Q requirements as well as the necessary self assessments. He maintains proper tracking and visibility of requirements, assignments and due dates through the E-Pegasus action tracking system that replaced the SRSO Executive Commitment and Action Tracking (ECAT) and SIMTAS systems. This encourages compliance with performance metrics and completion of required actions/assessments. The SRSO Manager is briefed on the status of items or items in jeopardy of being late. The SRSO Annual Workforce Analysis and Staffing Plan submitted on December 23, 2010 demonstrated that the TQP positions are adequate or can be adequately performed with SRSO staff from other functional areas. The SRSO also uses the Future Leaders, Contractor Support, NNSA Service Center, SRS-EM and NA-20 staff as a resource to meet current and evolving commitments and actions.

Support from Senior Managers come through the development, monitoring and evaluation of Individual Performance Plans, IDPs, and training plans which are updated annually to align the organizational functional requirements with the employee's capabilities and performance. Institutional systems, processes and procedures are in place to develop, monitor/maintain and evaluate organizational and individual's performance. Systems such as PAMS and CHRIS are enabling senior management to flow down the mission requirements from the Strategic Plans

through the organization and individual performance plans.

TQP-2, Competency Levels. Competency requirements are clearly defined and consistent with applicable industry standards for similar occupations.

SRSO utilizes the HSS Technical Qualification Program (TQP) for all technical positions within the organization. This program 1) identifies competencies that employees must possess to ensure DOE defense nuclear facilities are operated in a safe manner, 2) identifies and documents the process used to demonstrate employee technical competence, 3) ensures that employees maintain their technical competencies and 4) maintains a cycle of continuous performance improvement through structured individualized training and development programs. For Federal positions outside of the TQP program such as our management and business positions SRSO utilize expertise of the management and functional employees to establish competencies and expectations that enable the positions to be the best in class and always adapting to the ever changing functional requirements and professional environment.

Understanding that there is a DOE deficiency by not having a one-stop competency shop for all positions within DOE. DOE Office of the Chief Human Capital Officer (CHCO) has been charged with leading an effort to develop a Competency-centric Learning and Development process that facilitates the selection, development, training, and management of a highly skilled, productive, and diverse workforce. The primary goal is to establish a Department-wide, standard process for the identification, development, and use of competencies through a Departmental Competency Management Program. Key success factors for this program include the implementation of a standard competency dictionary for use by all DOE elements and the implementation of a fully automated Competency Assessment System. An initial version of the Managerial, and Leadership Competency Framework was developed in March 2010 and has been posted on their website. SRSO will use the document as a guide in support of its leadership positions.

TQP-3. Plans and Procedures. Plans and/or procedures are developed and implemented to govern administration of the program.

SRSO has systems, processes, procedures and personnel in place to govern the administration of this program. Reference: 1.12 and TQP-1 of this report.

TQP-4, Qualification Tailored to Work Activities. The program identifies unique Department- and position-specific work activities and specifies the knowledge and skills necessary to accomplish that work.

In accordance with DOE O 426.1, Federal Technical Capability, SRSO performs an annual workforce analysis of their organization and develops staffing plans that identify technical capabilities and positions needed to ensure safe operation of defense nuclear facilities. Additionally, SRSO's staffing assignment matrix identifies specific work activities with employees and positions. Finally, prior to any solicitation for backfill or new position the SRSO responsible manager, TQP administrator and human resource specialist align the position description with the mission requirements and the necessary competencies for that individual to successfully

perform and meet the organization need and requirements.

TQP-5. Credit for Existing TQPs. The program is structured to allow credit, where appropriate, for other TQP accomplishments.

SRSO supports the use of equivalencies where the overall intent of the TQP is sustained and the employee can justify the competency standard is satisfied. Equivalencies are addressed in SV-PRO-015, Technical Qualification Training Program. Paragraph 6.5. This process is sufficiently broad enough to allow the employee justify an activity, training event or professional certification to the SRSO FTCP Agent for evaluation and review.

TQP-6, Transportability. Competency requirements identified as applying throughout the Department are transferable.

A process for determining needed site-specific competencies is contained in SVPRO-015, Technical Qualification Training Program, paragraph 6.2. The rigor of competency evaluation is commensurate with the responsibilities of the position. Qualifying officials are well aware of their responsibility to ensure a participant has the requisite knowledge, skill, or ability before signing a qualification card competency. This formal evaluation is documented with standard qualification cards. Competency levels are assured through the use of the DOE developed General Technical Base Qualification Standard and applicable functional area qualification standard. Site specific qualification requirements are established and individualized based on the position responsibilities. The program is transportable. Standardized qualification cards are used to document completion of the GTB and applicable F AQS. The TQP is also well documented in performance plans and position descriptions. The SRSO TQP is measurable. The technical competency of personnel who have completed the requirements of the TQP is adequate and appropriate. Qualifying officials conduct rigorous evaluations before signing a qualification card. All qualification cards reflected oral evaluation, written exam, or observation of performance as the evaluation method.

TQP-7. Measurable. The program contains sufficient rigor to demonstrate compliance to the principles

SRSO has systems, processes, procedures and personnel in place to govern the administration of this program. Reference: TQP-1 of this report.

OFI: SRSO organization is "one deep" and the loss of the FTCP Agent and/or the HR specialist would impact the ability of SRSO to implement program in a timely/quality manner.

CONCLUSION:

Overall, the SRSO training and qualification program is sound. TQP participants are well qualified and aligned to defined positions to ensure the safety of defense nuclear facilities. However, the SRSO is "one deep" in key positions within the FTCP and in key business/leadership positions. Because of SRSO's minimum staffing the overall quality of the documentation that flows from NNSA strategic plan, NNSA FRAM, SRSO FRAM, Organizational/Staffing Plans down to the individuals personal Position Description, IDP and performance plans could be improved with linkages and consistency.

SRSO Qualifying officials are aware of management's expectations and ensure rigor is applied to competency checkouts. Senior management, in the form of the FTCP Agent and all the SRSO Management team, are involved in the administration and implementation of the SRSO TQP and professional development in the development of IDPs and annual performance plans.

FINDINGS

1) Procedure SV-PRO-15 should be revised to remove the Deputy Manager from an identified SRSO STSM. This can be done at the next sunset review.

Opportunity for Improvement:

- 1) Ensure the SRSO FRAM better communicates the individual and functional manager's responsibility with respect to establishing and maintaining professional, business and technical capabilities
- 2) Ensure SRSO Management Position Descriptions consistently communicate the expectations/requirements for maintaining personal competency and staff competency.
- 3) Because of the lack of depth in certain positions, SRSO should have a back-up plan to qualify individuals to dual/multiple qualification standards.
- 4) Because of the lack of opportunities to perform leadership/management functions recommend create a set of duties (1/3 FTE) within the Manager's Office to be performed on a rotational basis to further develop those employees that have an interest in leadership/management.

