

**OFFICE OF ECONOMIC IMPACT AND DIVERSITY
FOURTH QUARTER STATUS
(As of August 10, 2006)**

Executive Summary:

ED is responsible for managing the department's on-going small business programs, Affirmative Action programs, Employee Concerns program, EEO programs, and the Department's Minority Education program. ED serves as the support office for department-wide efforts to broaden and/or diversify the Department's base as it relates to employment, contracting and financial assistance awards.

Where we are today:

ED finalized the reorganization/restructuring process which reduced the offices within ED from five to three. Along with this process, ED moved the Employee Concerns and Special Emphasis activities and personnel to the Office of Civil Rights and Diversity (OCRD). This resulted in the creation of the position of Deputy Director, office of Civil Rights and Diversity, which in turn eliminated one other supervisory position. The chain of authority in OCRD is now more clearly defined and as a result is creating a more efficient and effective mode of managing daily operations.

The restructuring also created a Deputy Associate Director position in the Office of Small and Disadvantaged Business Utilization (OSDBU) by eliminating the Special Assistant position to the ED-1 Director. This has resulted in two top management officials at the OSDBU to ensure that there is always one senior management official available to oversee the daily operations of small business activities and allows the Associate Director to spend time on issues outside the office such as meeting with Congressional staff, other OSDBUs or with staff from regulatory agencies. It has also resulted in ensuring that deadlines are met for the many activities of the OSDBU such as outreach, inreach, small business goaling/tracking/reporting.

Under the restructuring, the Chief of Staff is responsible for the administrative staff and for managing the budget for ED. Although not officially spelled out in the reorganization, the Chief of Staff provides the day-to-day supervision for the Office of Minority Economic Impact, thereby freeing up time for the Director, ED, to spend more time addressing strategic planning for the various programs administered by ED and participating in department-wide collaborative efforts dealing with cross-cutting program initiatives such as HR, Diversity, Small Business and EEO. The reorganization has resulted in more timely and accurate responses to department-wide requirements and more efficient and effective management of ED.

FY 2006 Goals

I. Integrate HCM Plan into decision-making processes: The Director of Economic Impact and Diversity has the responsibility to oversee all functional/programmatic activities for accountability and compliance purposes.

ED's Human Capital Plan will fully support Department-wide missions, strategies and goals through its three offices.

The Office of Minority Economic Impact will coordinate the DOE's minority education programs with all other DOE offices in support of DOE's goals to increase funding for minority institutions and to develop a pipeline of future employees through scholarships and internships. This program partners with other departmental elements by sponsoring or participating in intern programs which assist students who pursue degrees in energy-related fields at minority institutions. **This office is managed on a day-by-day basis by ED's Chief of Staff.**

The Office of Civil rights and Diversity (OCRD) promotes the efforts of all DOE offices with regard to equal employment opportunity and diversity. OCRD provides employee counseling, mediation, investigations, issues final agency decisions, and enforces laws and regulations that ensure Federal financial assistance applicants and recipients are in compliance with civil rights laws. OCRD provides a focal point for employees to freely raise concerns, without fear of reprisal, on issues of health, safety, environment or site security; provide policy guidance to ensure that employee concerns programs are established and operate effectively; and that concerns are appropriately considered. **This Office is managed by an Office Director.**

The Office of Small and Disadvantaged Business Utilization (OSDBU) provides departmental oversight for the development and execution of small business procurement policies and programs. OSDBU develops goals and metrics for tracking and reporting the department's small business prime and subcontracting achievements. These metrics are by program office and are monitored on a quarterly basis through electronic reporting processes. OSDBU also initiates new/revised initiatives to improve and promote the DOE small business Mentor-Protégé Program; the Department of Energy 8(a) Pilot Program; the Women-owned Business Initiative; the Service Disabled Veteran-Owned Small Business Initiative; and the Historically Underutilized Business Zone (HUBZone) Program. **This Office is managed by an Associate Director.**

II. Demonstrate improvement in meeting hiring-time goals:

ED has a minimal amount of hiring opportunities due to the size of the organization (34 authorized FTEs) and due to the fact that most of our employees are long term employees not looking for a career change. If and when ED receives authorization to fill a vacancy, ED will utilize DOE's Quick Hire System. Due to the nature of

positions within ED, (procurement analysts, EEO personnel, and management or program analysts), any positions ED advertises should result in a fair number of qualified applicants. ED intends to make hiring selections within 25 days from the closing date of any announcement. The administrative specialist manually tracks and records hiring efforts and results from the time of posting through completion (filling the position). During FY 06, ED filled only one position, a schedule C, which was assigned to OSDBU from the Office of the Secretary. One other Schedule C was terminated. As of this date, ED's FTE level is 34 (31 FTEs filled). The Deputy Secretary has directed ED to hold at 31 FTEs..

III. Significantly reduce skills gaps:

ED continues to review skills gaps throughout the organization. During FY 06 training has been provided as appropriate, including COTR training; No Fear Act Training; and professional writing skills. ED also provided executive leadership training for a GS-15 position for possible succession planning purposes. During FY 07, ED anticipates providing executive leadership training to at least one more GS-15. Due to shortage of training funds, ED will continue to encourage employees to utilize the DOE on-line training courses, as well as the DOE in-house sponsored courses.

During FY 06, ED also promoted one program analyst to the next level of her career ladder, as well as promoted two paralegals. These positions represent younger, talented employees which ED anticipates it will retain through developmental opportunities.

ED continues to monitor the makeup of the workforce and the work progress of the contractors hired as a result of competitive sourcing. Adjustments as appropriate will be made to ensure the goals of the contract are met.

ED's e-gov representative continues to work with appropriate departmental elements to assure that ED meets its obligations under the President's Management Agenda, and thus far has received "Green" scores through this past year.

IV. Implement Succession Strategies

ED has three (3) offices, each with a Director or Associate Director. Each office has identified personnel by grade and program and have delineated lines of succession should the Director/Associate Director is out of the office for any length of time. All senior staff in each office has a broad knowledge of the office programs, and is capable of handling the day-to-day operations of the office when required.

ED will continue to provide developmental training and will strive to enhance career opportunities for its employees as appropriate and/or required.

V. Link Knowledge Management effort to DOE portal

ED has developed a knowledge management plan that includes 1) maintenance of Standard Operating Procedures (SOPs) in the areas of small business, minority education, special emphasis, employee concerns and diversity; 2) development of standard procedures and forms for goaling and tracking small business and minority education awards and 3) standard strategic plans and reports for its various programs. Additionally, ED has developed a comprehensive website whereby these products can be repositied and accessed. ED currently has two representatives on the Knowledge Management Group. All documents/functions and communities of practice identified in the Plan can be linked to the portal from ED's website which is updated on a regular basis.

VI. Implement Strategies to address under-representation of minorities.

ED meets all the requirements of a diverse workforce and will continue to maintain a diverse workforce in the future. As vacancies occur, ED will conduct open in-house and external recruitments; recruiting at targets Universities for college graduates who are of diverse background and who have the needed technical and specialized skills such as small business expertise, contract and project manage, budget and human capital management.

Since the beginning of FY 06, ED has not had the budget for any new hires. The overall representation in the office in the organization is as follows: 53% African American; 17.5% White; 17.5% Hispanic; 3% Asian and vacancies 9%.

VII. Analyze & optimize organizational structures for service and cost

The recent reorganization/restructuring has reduced the number of subordinate offices from five to three and eliminated overlapping functions and layers of supervision. Affected functions and employees have been transferred to the remaining ED offices as applicable. The elimination of two offices has reduced two management layers within ED and eliminated two SES positions, thus saving salary dollars. Additionally, it has reduced the number of supervisors. All offices within ED now have a day-to-day manager freeing the Director, ED to focus on advising the Secretary on policy matters and on operating the overall ED program. The reorganization has resulted in a more streamlined and effective organization.

The restructuring increased the number of staff in the OSDBU, thus making work processes more effective and efficient. The creation of the Deputy Associate Director has made the operation of the office more productive since she is able to prioritize workload and track progress of the staffs productivity and timeliness, leaving the Associate Director free to focus on external small business activities. OSDBU has been able to focus more on improving and revising small business subprograms such

as the Mentor-Protégé Program; Small disadvantaged business program; Service Disabled Veteran-owned Program, etc.

With the creation of a Deputy Director for the Office of Civil Rights and Diversity, ED was able to eliminate two supervisory positions. This provides the office with a more stable and informed environment as well as improved productivity.

The Minority Education Program has also been able to receive more focus since it is no longer combined with another totally separate function under one supervisor. This has increased the quality of the work process as well as the quality of the work and improved the work environment.

All of these programs have departmental impact and ED anticipates that over a period of time positive results will be apparent.

VIII. Link performance appraisal plans and awards to DOE mission and goals for SES, managers, and more than 60% of the workforce

Each of the managers has program responsibilities which are department-wide in scope and their performance appraisals reflect their respective missions, both internal to ED and department-wide. Additionally, all SES managers' performance standards reflect the various initiatives of the President's Management Agenda (as applicable to respective manager). The manager's performance elements are cascaded down to all ED staff including secretarial staff who provide support to all managers and senior staff. ED meets 100% criteria in this area.

Annual performance ratings will determine employee performance, particularly those which are mission critical to department-wide goals. During the interim appraisals, employees will be advised as to how well they are doing, or where they need improvement. If required, guidance will be provided to help them improve. Consequences for non-performers or less than satisfactory performers will be reflected in year end bonuses or lack thereof, depending on the rating. If deemed necessary in any specific case, ED will develop a performance improvement plan (PIP).

IX. Link HCM Plan to Program Plan(s) and FY 07 Budget

All program plans are directly related to the FY 07 budget; any reduction in budget directly impacts both the program delivery and the staffing. The current ED staff by office is as follows:

Office of the Director, 5 staff members

Office of Minority Economic Impact, 5 staff members

Office of Small Business, 9 staff members

Office of Civil Rights, 12 staff members (plus 4 A-76 contractors)
(3 vacancies)

ED is currently not a participant of GPRA, however, ED has its own performance targets and tracking system which is updated quarterly to assure all targets are met on schedule. Each office director is responsible for his/her respective targets. Results of these performance targets are utilized during the annual performance rating reviews for office directors.