

# **Office of Fossil Energy**



## **Strategic Human Capital Management Plan**

**September 2006**

## OFFICE OF FOSSIL ENERGY GOAL

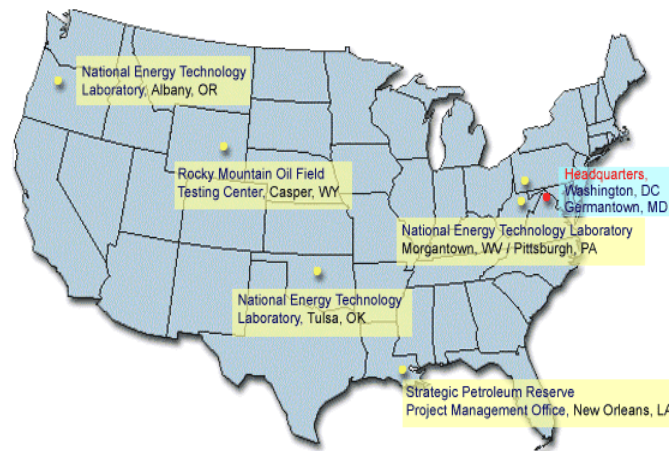
The Office of Fossil Energy (FE) will insure the adequate, efficient, and environmentally sound production, storage, and use of fossil fuels to meet our Nation's energy needs.

## FE HUMAN RESOURCES VISION

FE's human capital vision is to be an employer of choice with a diverse, well-trained, and motivated workforce that will excel. The FE Human Capital Management Plan (HCMP) describes our mission and objectives, vision, human capital strategies and implementing framework, as well as a number of ongoing and new initiatives. We are implementing an integrated human capital system that plans and executes FE-wide human capital activities.

## INTRODUCTION

FE views its human capital resources as its most important asset. Without a highly qualified and motivated staff, the goals and objectives of the Department and FE could not be achieved. The FE human resource strategy is to build a diverse and technically skilled workforce that will facilitate the accomplishment of our program goals and objectives. Our vision is to have a diverse and technically skilled workforce. FE is striving to align our human capital management programs to our current and emerging mission and programmatic goals. To achieve this result, FE has developed long-term strategies for acquiring, developing and retaining staff that are critical to our programs' success. A diverse and skilled staff located throughout FE Headquarters and its field sites will assure our success at accomplishing our long term program goals and objectives. The goals and action plans contained in this strategic plan will be reviewed and updated annually.



**Figure 1: National Map Showing FE Locations**



Effective as of  
June 8, 2006

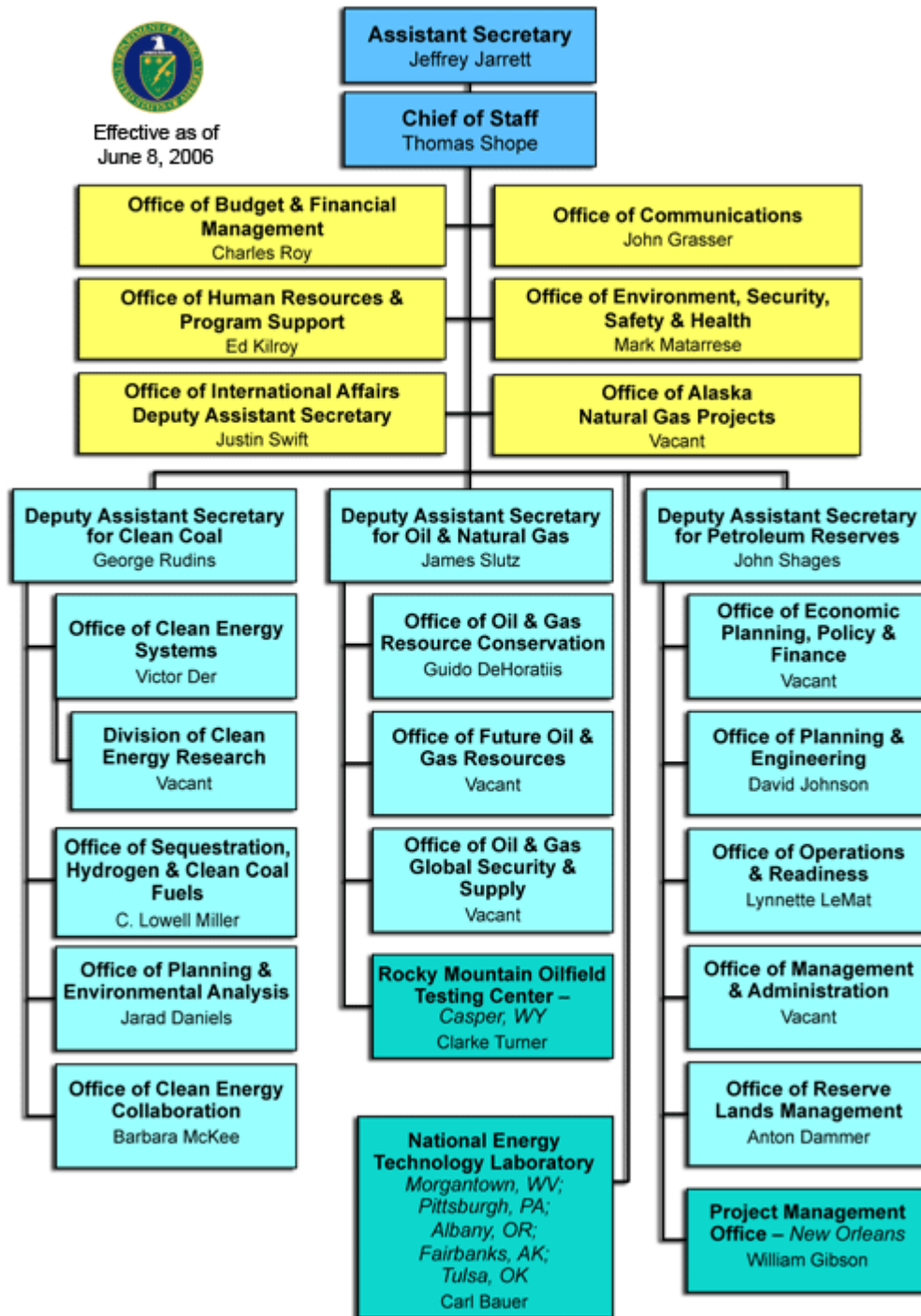


Figure 2: HQ/Field Organizational Chart

## OFFICE OF FOSSIL ENERGY VISION STATEMENT

FE's mission is to enhance U.S. economic and energy security by: (1) managing energy-related research that maximizes the efficient and environmentally sound production and use of fossil fuels; (2) ensuring access to adequate supplies of affordable and clean FE; (3) maintaining strategic oil supplies to protect the U.S. against sudden and major interruptions in oil imports; and (4) maximizing the value of certain Government-owned oil and gas fields. FE manages three major programs in the Department: (1) FE Research, Development and Demonstration; (2) Strategic Petroleum Reserve; and (3) Naval Petroleum and Oil Shale Reserves. Currently, FE employees are both advanced in age (the average age is 50+) and top-heavy in senior management (GS-13s and above). FE intends to build a workforce that will allow us to meet and exceed our FE goals. Our vision includes a younger, stronger, more technical and less administrative workforce that will be able to accomplish our long term goals and objectives. We will significantly increase our programs to hire entry level staff and will expand our recruitment at minority colleges and universities as well as at major "earth science" universities. Our vision also includes expanded training programs, particularly in contract and project management. Following the direction from the President's Management Agenda, FE is conducting an in house top to bottom review that will result in a "re-engineering" of our work processes. This re-engineering will help us achieve our vision of reduced layers of technical and administrative management, a more streamlined decision making process, reduced redundant and unnecessary work in our systems, improved project and contract management capabilities, the implementation of clearer lines of authority and the out sourcing of activities that are commercial in nature.

Progress will be measurable in many areas:

1. The amount of de-layering accomplished
2. Results from Fair Act Inventories and A-76 studies
3. Reductions in the average age of FE staff
4. Reductions in the average grade of FE staff
5. Reduction in the percentages of under represented staff members
6. Number of entry-level technical staff hired
7. Number of training courses and students taking project and contract management

Tools to realize our vision:

1. Use of buyouts/early outs to create headroom for entry-level hiring
2. Creation of "pipeline" universities to recruit top engineers/fossil energy scientists
3. Use of recruitment bonuses, retention allowances and student loan repayment options to attract and keep highly qualified and motivated staff
4. Redeployment and retraining of staff in mission critical areas
5. Strengthening of performance metrics

6. Reduce unnecessary management and administrative positions and reallocate resources to scientific, professional and technical functions
7. Expanded training to build stronger project and contract management skills
8. Expanded used of DOE Career Intern Program to help address the diversity and the shortage of staff in under represented groups
9. Expand use of summer intern programs to promote interest in Government employment, science and fossil energy technologies
10. Provide guest speakers to “pipeline” and other universities
11. Decentralize the decision making process where possible
12. Establish clear lines of responsibility and authority
13. Outsource activities that are commercial in nature

## **FE MISSION**

The mission of FE is to: (1) manage energy-related research that maximizes the efficient and environmentally sound production and use of fossil fuels; (2) ensure access to adequate supplies of affordable and clean fossil fuels; (3) maintain strategic oil supplies to protect the U.S. against sudden and major interruptions in oil imports; (4) maximize the value of certain Government-owned oil and gas fields; (5) focus on three major programs: Coal and Power Systems, Natural Gas and Petroleum Technology, and Strategic/Naval Petroleum Reserves; and (6) execute our mission through in-house research, contracted research with universities, national labs, non for profits, and other commercial organizations who perform either R&D or other support functions for FE. FE's budget ranges from \$500M to \$750M each year. FE has a staff of approximately 1,000 Federal personnel who exercise management oversight over billions of dollars of research.

## **FE's APPROACH TO HUMAN CAPITAL MANAGEMENT**

FE looks at human resource activities through six separate but important functions. These functions include strategic alignment, workforce planning and deployment, leadership and diversity, knowledge management, performance culture, and talent.

In each of these areas, FE has considered the following factors in developing the goals and action plans associated with the six functions:

1. FE human resource/business vision statement
2. Appropriate human resource standards
3. Appropriate human resource policies
4. Performance metrics
5. Measurement of results
6. Making adjustments for continual improvement

## **MAJOR STRATEGIES AND ACTION PLANS**

### **STRATEGIC ALIGNMENT**

Strategic alignment is the positioning of essential organizational components and resources to achieve missions, goals, and objectives.

#### **GOAL:**

Within 3 years, FE's strategic, financial, workforce, and employee performance plans will be integrated and aligned to promote the accomplishment of the FE mission.

#### **CURRENT STATUS:**

FE continues to work to integrate all of their core planning, financial and workforce documents in order to strategically align all organizational components and resources necessary to execute FE's mission. FE's strategic plan incorporates four Government Performance Results Act (GPRA) plans that help define appropriate technical, financial, and workforce strategies. FE has completed integration of our core program, financial and human resource documents, but recognizes that changes to the FE budgets and strategic plans also need to direct changes and adjustments to the FE strategic human capital management plan and the FE program plans. FE continues to work to directly relate annual budgets, strategic-GPRA plans, FE program plans, and the FE strategic human capital management plan. We provide all managers with FE key strategic documents and to make them accountable for their implementation within their organizations.

#### **ACTION PLAN:**

#### **FISCAL YEAR**

Prepare FY 06 human resource budget supplemental data to define human resource strategies in the FY 06 budget	3 QR 04 (Completed)
Review and update FE Human Resource Vision Statement	4 QR 04 (Completed)
Develop FY 05 Human Resource Performance Metrics	1 QR 05 (Completed)

Conduct assessment of performance against the FY 04 FE strategic human capital management plan's metrics	1 QR 05 (Completed)
Review and align the FE Strategic Human Capital Management Plan with the GPRA plans	Annually
Meet with senior management within FE to develop process integration	On-Going



## **WORKFORCE PLANNING AND DEPLOYMENT**

To ensure that workforce recruitment and placement, training, and retention at all FE locations are based on mission needs and customer expectations and address any identified skill gaps.

### **GOAL:**

FE has begun to implement appropriate processes necessary to ensure recruitment, placement, and retention of the skills needed for program accomplishment. Recently, a comprehensive far reaching top-to-bottom review of FE-wide critical skills needs and succession planning was completed. This analysis was used to develop our FE-wide Staffing and Critical Skills Workforce Succession Plan and will be FE management's tool for all Headquarters and Field staffing and position management.

This human capital information is compiled in a comprehensive database and includes data on retirement eligibility, critical skill gaps/analysis and succession planning goals. Our goal is for FE managers to begin using this formal document for position management and for all hiring/personnel actions in 1 QR 07.

### **CURRENT STATUS:**

The Department of Energy (DOE) has embraced the President's vision for government reform to create a Government that is citizen-centered, results-oriented, and market-based, including full engagement in an A-76 competitive sourcing initiative. As part of the A-76 Competitive Sourcing initiative, FE is conducting an A-76 competition of its NETL- Albany Research Center activities. This involves an assessment of the functions and activities performed by 82 Federal personnel. A public announcement of the winner of the competition is anticipated during the first quarter of 2007. Through the competitive sourcing process, it can be reasonably anticipated that the overall cost to the Government of performing FE's Research services at NETL-ARC will be less than today, whether through outsourcing or through implementation of the Government's Most Efficient Organization (MEO). The Performance Work Statement will be structured to provide commercial sources and the Agency Tender Official with the maximum flexibility toward consolidating operations and bringing efficient technological solutions to bear in managing FE research.

As indicated before, the FE strategic human capital management plan is based on the FE missions and budgets as defined in the FE strategic-GRPA plans. Annual reviews are conducted to update our GRPA and strategic human capital management plans based on changes to our FE budgets and mission. The FE strategy is to match our deployment of staff and our inventory of human resource skills to our mission requirements.

To help implement the strategies of our strategic human capital management plan, maximum use is made of new computer technologies and systems. Considerable analysis of employee data is performed using computer technology including skill gap data analysis and retirement eligibility data. FE plans to expand use of FE's intranet system in order to provide an electronic "human resource message board" and to post strategic FE documents for viewing by FE employees.

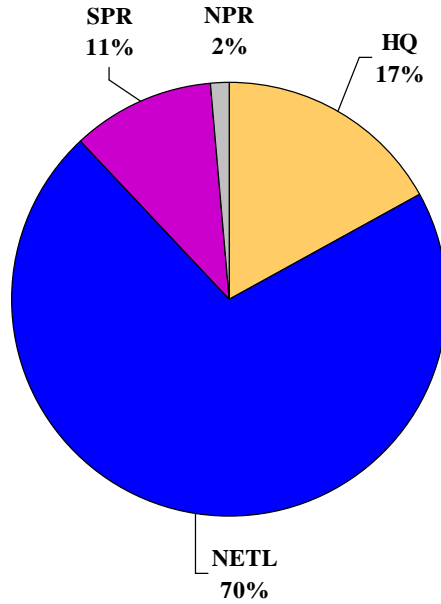
FE maintains a close working relationship with the DOE Office of Labor Management and the Federal Unions. Organizational changes, employee grievances, meetings with employees, and other management and human resource issues and programs are coordinated with both the DOE Office of Labor Management and the Federal Unions.

**ACTION PLAN:**

**FISCAL YEAR**

Receive Congressional approval of FE's Headquarters and NETL reorganizations	4 QR 04 (Completed)
Implement Headquarters and NETL reorganizations	1 QR 05 (Completed)
Complete FY 2004 Fair Act inventory	3 QR 04 (Completed)
FE-1 Certification of Fair Act Inventory	3 QR 04 (Completed)
Implement FE Intranet expansion to allow for FE message board and posting of key FE planning and budgetary documents	1 QR 05 (Completed)
Review and update GPRA plans and the Strategic Human Capital Management Plan	Annually
Engage in a A-76 competitive sourcing initiative at ARC	1 QR 07
Review organizational layering and duplication of functions to make continual improvements to the organization	Annually

**Office of Fossil Energy  
Headquarters & Field  
Number of Employees by Site**



Number of Onboard FE Employees by Location:	
HQ:	145
NETL:	607
SPR:	90
NPR:	13
TOTAL:	855

08/17/06

**Figure 2: Number of FE Employees by Site**

## **LEADERSHIP AND DIVERSITY**

- 1) Leadership: To guarantee that FE elements plan for continuity of leadership with a cadre of leaders who effectively champion change, ethical behavior, and diversity management.
- 2) Diversity: To ensure that FE employees represent the face of America across all skills and grades.

### **GOAL:**

- 1) Leadership: FE will develop, establish, and implement a succession plan that includes a review of its current emerging leadership needs.
- 2) Diversity: Increase underrepresented groups in FE by 5 percent.

### **CURRENT STATUS:**

FE has recognized an acute need to provide for continuity of leadership as over 84% of our supervisors and managers are eligible to retire within the next 5 years (see Figure A-11). Efforts are being made to identify the most critical positions and to use such tools as bridge positions, retention allowances, cross-training, and mentoring programs in order to address our leadership succession issue. In addition, FE is investing in training for our Senior Executive Staff (SES) and other senior managers to sharpen their skills and to develop other staff who will become the replacement managers and leaders of FE as our senior staff begin migrating into retirement. FE's challenge to address the continuity of leadership also extends to non-supervisory professional staff. As indicated in Figure A-10, over 50 percent of all FE employees (both managerial and non-managerial) can retire within the next 5 years. With such a large expected loss of professional staff, FE has embarked on a rapid recruitment program to bring in new, diverse entry-level staff that will help fill the void created by the loss of our senior technical staff. FE is now actively recruiting minority engineers and other technical staff from recent participants in FE's Mickey Leland Energy Fellowship program that supports up to 50 summer interns each year from Historically Black Colleges, Hispanic Serving Institutions, and Tribal Colleges and Universities. FE has also developed and implemented an innovative pilot Technical Career Intern Program with Penn State University. This program will partially support highly qualified engineering students in their junior and senior years of college with their commitment to join the FE staff at one of our Headquarters or Field location for a 5 year period after graduation.

With an active recruitment program that includes the strategies identified above, FE expects to fulfill their vision of having the right staff available at the right time in the right place.

**ACTION PLAN:**

**FISCAL YEAR**

Hire at least 10 new minority technical staff members	4 QR 05 (Work in progress)
Renew agreement with Department of Agriculture regarding providing an SES Forum	1 QR 05 (Completed)
Welcome and train students from the pilot FE Technical Career Intern Program	3 QR 04 (Work in progress)
Conduct the Mickey Leland Energy Fellowship Program for minority students and actively recruit their employment by FE upon their college graduation	4 QR 04 (2 selections of MLEF students completed)
Develop continuous learning program for FE	2 QR 05 (On-Going)
Host the FY 2004 DOE Human Resource, EEO and Diversity Symposium	3 QR 04 (Completed)
Issue policy regarding continuing management training for new and seasoned managers	1 QR 05 (Work in progress)
Perform assessment of FE's workforce diversity as it relates to the local civilian workforce	Annually
Minority mentoring	Annually

## **KNOWLEDGE MANAGEMENT**

A systematic approach to identify, document, organize, distribute, and institutionalize FE's mission critical knowledge.

### **GOAL:**

Within 3 years, FE will have a knowledge management system in place to address the loss of institutional knowledge that will occur as the aging workforce begins to retire.

### **CURRENT STATUS:**

FE is in the process of developing a formal knowledge management program to facilitate the storage and sharing of historical data within the organization. FE has a representative on the DOE Corporate Knowledge Management Working Group (KMWG) and is currently participating in the monthly meetings. The FE representative continues to work with the KMWG on the policy statement review and identification of projects in DOE where knowledge management (KM) methods can be applied. In conjunction with the working group, FE is promoting the use of KM in an effort to identify skills and information that needs to be retained as well as evaluating what tools could be used to capture corporate knowledge. FE expects to fully involve our information technology staff to use as many automated tools as practical. In addition, FE is developing performance based training manuals as a method of retaining historical data. Initial efforts have been in the petroleum draw-down process associated with our Strategic Petroleum Reserves. Key staff is selected to perform draw-down activities during which training documentation is developed. Training documentation is developed for each major step of the draw-down process. If this process is successful, it will be extrapolated to other areas within the FE program.

### **ACTION PLAN:**

### **FISCAL YEAR**

Implement the pilot knowledge management training program by documenting the petroleum draw-down process	4 QR 04 (Work in progress)
Inventory critical knowledge management functional areas to be documented	1 QR 05 (Work in progress)
Develop an FE-wide knowledge management program	2 QR 05 (Work in progress)
Communicate KM programs and initiatives to FE employees	1 QR 05 (Work in progress)

Complete implementation of FE knowledge management system

4 QR 05 (Work in progress)

Perform assessment of KM programs to seek new opportunities to expand KM initiatives

Annually

## **PERFORMANCE CULTURE**

FE requires a high-performance culture that is results-oriented, client- and customer-focused, and collaborative behavior by all of its members. FE wishes to be a high-performing organization that allows people, processes, and technology to contribute to mission accomplishment while providing both accountability and fairness for all employees. FE's performance management system must be aligned with the agency's mission and must provide for personal accountability for performance by reinforcing both rewards and consequences.

### **GOAL:**

Develop and implement a performance management system to foster a results-oriented culture by accountability of employees thus reinforcing the important role that all FE employees play in assuring that FE effectively and efficiently carry out its critical missions.

### **CURRENT STATUS:**

FE has incorporated into their human resource strategies, the concept of tying performance standards to FE strategic documents including the FE strategic-GPRA plans, the FE annual budgets, and the FE program plans. Employees are provided a copy of the key FE GRPA plans, budgets, and the strategic human capital plan via postings on the FE intranet sites. In 3 QR FY 04, FE surveyed all employee standards to ensure that at least 60 percent of FE employees had, at a minimum, one element in their performance plan that was directly linked to fulfilling one of the Department's missions/goals. At the present time, over 85 percent of all FE employees had at least one performance element in place that was directly linked to the success of FE and DOE missions. Performance plans are reviewed annually and are adjusted for changing missions and budgets.

In 2 QR FY03, FE incorporated SES performance measures into all GS-15 supervisory performance appraisals. FE expects to cascade these requirements to lower level employees sometime in the near future.

FE annually conducts reviews of performance standards of SES and non-SES staff to assure clear, explicit, and measurable performance measures is in place.

FE has begun a review of our award policies in order to develop new strategies to provide higher monetary and other innovative awards for high performing staff. FE also continues to encourage the use of expanded award options including formal recognition at staff meetings, use of time off awards and other creative forms of awards.

Staff who under perform are offered targeted training courses to help them raise their performance and, if required, are put on performance improvement plans.



**ACTION PLAN:**

**FISCAL YEAR**

Cascade down to all non-managerial staff, SES, and managerial performance measures

Completed

Review of award policies to increase awards for high performing employees

1 QR 05 (Work in progress)

Post FE award policies on the FE intranet site

Annually

Review of performance standards and their relationship to key FE strategic plans and objectives

Annually

Conduct mid-year performance reviews with employees to assess performance and review individual development and training plans

Annually

## **TALENT**

FE must identify mission-critical occupations and competencies needs in the current and future workforce, and develop strategies to identify, recruit, and retain a high performing workforce.

### **GOAL:**

Within 3 years, development and implement a corporate approach which uses programs to recruit, hire, develop, and retain employees with the skills for mission accomplishment.

### **CURRENT STATUS:**

FE management has completed identifying the critical duties and responsibilities for all FE Federal staff. This information is being compiled in a comprehensive database that will include data on retirement eligibility, critical skill analysis and succession planning. Our goal is to have the document reviewed and approved by the ASFE and used for position management by FE senior management in the 1<sup>st</sup> quarter FY07.

FE completed an analysis of all retirement-eligible employees and other employee demographic information (see Figures and Tables). In addition, an analysis was done of retirement eligibility of our leadership staff. Human resource strategies are being developed to address the expected loss of a large number our FE staff, managers, and supervisors. FE has been reviewing their recruitment strategies in order to assure that the needed human capital skills will be available to replace our large number of employees who are expected to migrate into retirement in the near future. To assure that FE will be bringing in new junior level staff that can become the replacements for our departing senior staff, FE established and implemented a policy that every second technical vacancy would need to be filled by entry-level staff at a grade level no higher than a GS-12. In addition, FE is developing tailored training programs to help cross-train technical staff and potential supervisors to address skill gap areas where appropriate. In addition, as part of FE's mid-year performance reviews with their employees, individual development plans (IDP) are developed or reviewed to ensure that all employees have up to date skills necessary to meet current and future mission requirements.

FE is working to ensure that project managers and engineers are fully certified. A review of the training needed and required for each employee has been determined and these employees are in the process of gaining the experience and training necessary for their certification. In addition, FE conducts mid-year performance reviews with their employees. During these reviews, IDPs are developed or reviewed to ensure that all employees have up to date skills necessary to meet current and future mission requirements.

**ACTION PLAN:**

**FISCAL YEAR**

Review all employee files and qualifications to make certain all credentials, especially academic degrees information, is accurate and awarded from accredited colleges and universities

2 QR 05 (On-going)

Recruitment strategy

FY 04-05 (On-going)

- Attend at least 8 career fairs
- Actively recruit minority college engineering graduates who participated in the FE Mickey Leland Energy Fellowship
- Recruit at least 10 minority staff members
- Administer pilot FE Technical Career Intern Program with Pennsylvania State University
- Follow up on FE policy of hiring 1 entry-level staff person for every two vacancies
- Utilize greater use of technical recruitment advertisements
- Actively recruit minority technical staff who have participated in the Minority Mentoring and Internship Program (MMIP)

Develop tailored training programs to partly address skill gaps

2 QR 05 (On-going)

Update skill gap analysis

Annually

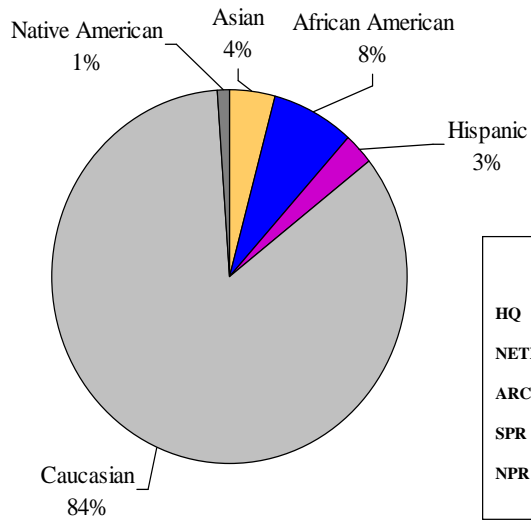
Conduct mid-year performance reviews with employees to assess performance and review individual development and training plans

Annually

**APPENDIX A:**  
**TABLES**  
**AND**  
**CHARTS**

<b>Chart/Figure No.</b>	<b>Title</b>
A-1	FE Ethnic Employee Diversity
A-2	FE Minority Groups Compared to CLF
A-3	Number and Percentage of FE Employees by Gender
A-4	FE Employee Gender by Grade
A-5	Percentage of FE Employees by Gender and Grade (By Site)
A-6	Age Percentage of FE Employees by Site
A-7	FE Grade Distribution by Site
A-8	Percentage of FE Supervisors and Non-Supervisors by Site
A-9	FE Retirement Eligible Employees by Calendar Year
A-10 Year	Percentage of FE Retirement Eligible Employees by Calendar
A-11	Retirement Eligible FE Managers & Supervisors by Calendar Year
A-12	Percentage of FE Retirement Eligible Managers & Supervisors by Calendar Year (by Site)
A-13	FE Employee Education Levels
A-14	FE Occupational Groups
A-15	Educational Levels by Occupational Groups
A-16	Gender Distribution by Occupational Group

## Office of Fossil Energy Headquarters & Field Employee Diversity



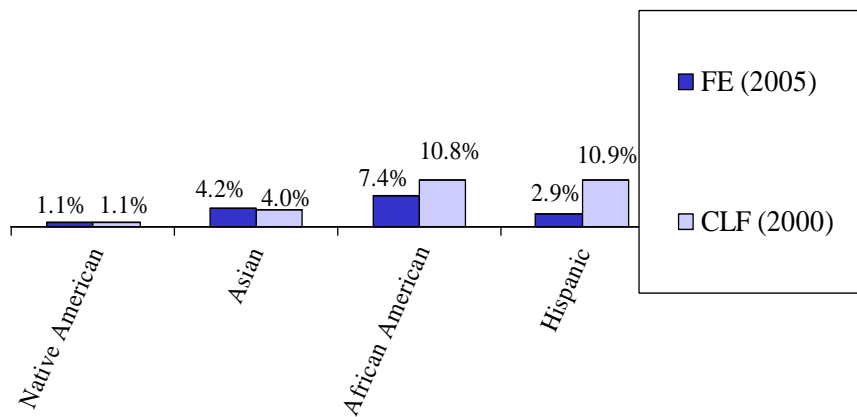
	<u>Asian</u>	<u>Hispanic</u>	<u>Caucasian</u>	<u>African American</u>	<u>Native American</u>
<b>HQ</b>	2%	4%	76%	18%	0%
<b>NETL</b>	5%	2%	88%	4%	1%
<b>ARC</b>	4%	0%	92%	1%	3%
<b>SPR</b>	2%	8%	70%	17%	3%
<b>NPR</b>	0%	0%	19%	0%	0%

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**A-1: FE Ethnic Employee Diversity**

**Office of Fossil Energy  
Headquarters & Field  
Minority Ethnic Groups Compared to  
Civilian Labor Force (CLF)**

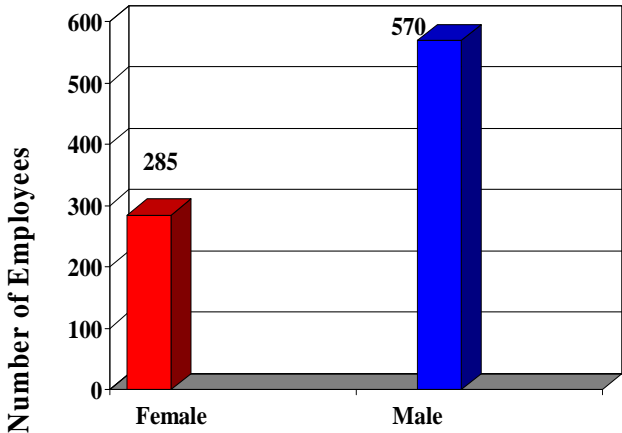
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**A-2: FE Minority Groups Compared to CLF**

**Office of Fossil Energy  
Headquarters and Field  
Number and Percentage of Employees by  
Gender**



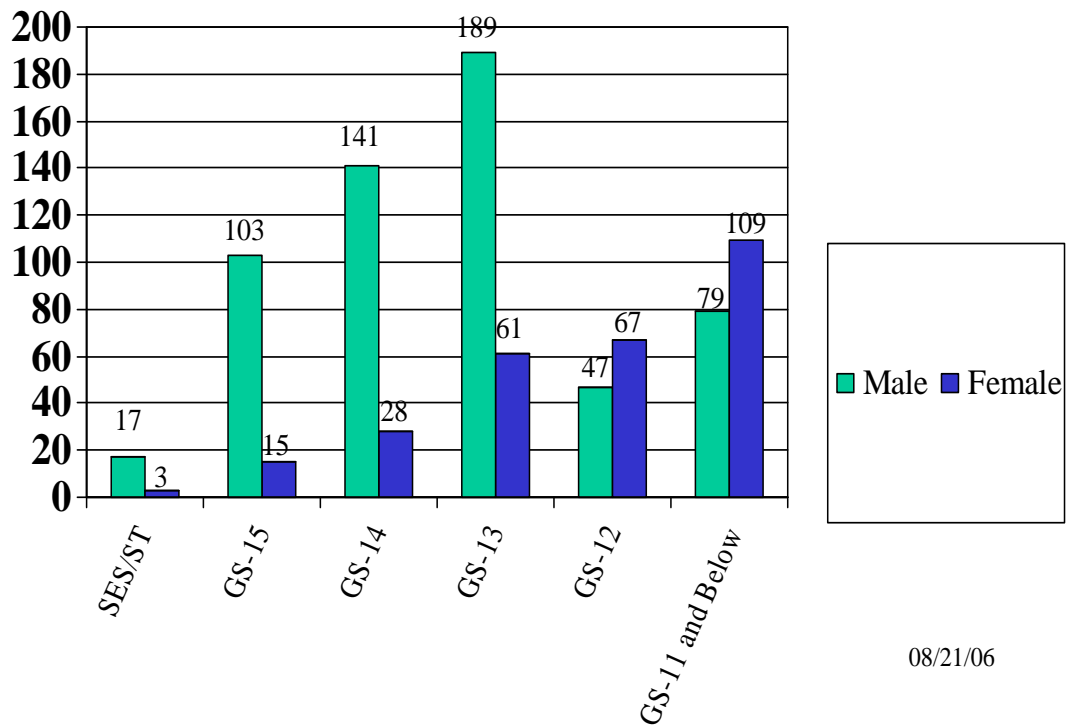
	<u>Male</u>	<u>Female</u>
HQ	59%	41%
NETL	70%	30%
SPR	58%	42%
NPR	54%	46%

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**A-3: Number and Percentage of FE Employee by Gender**



## Office of Fossil Energy Headquarters and Field Gender by Grade



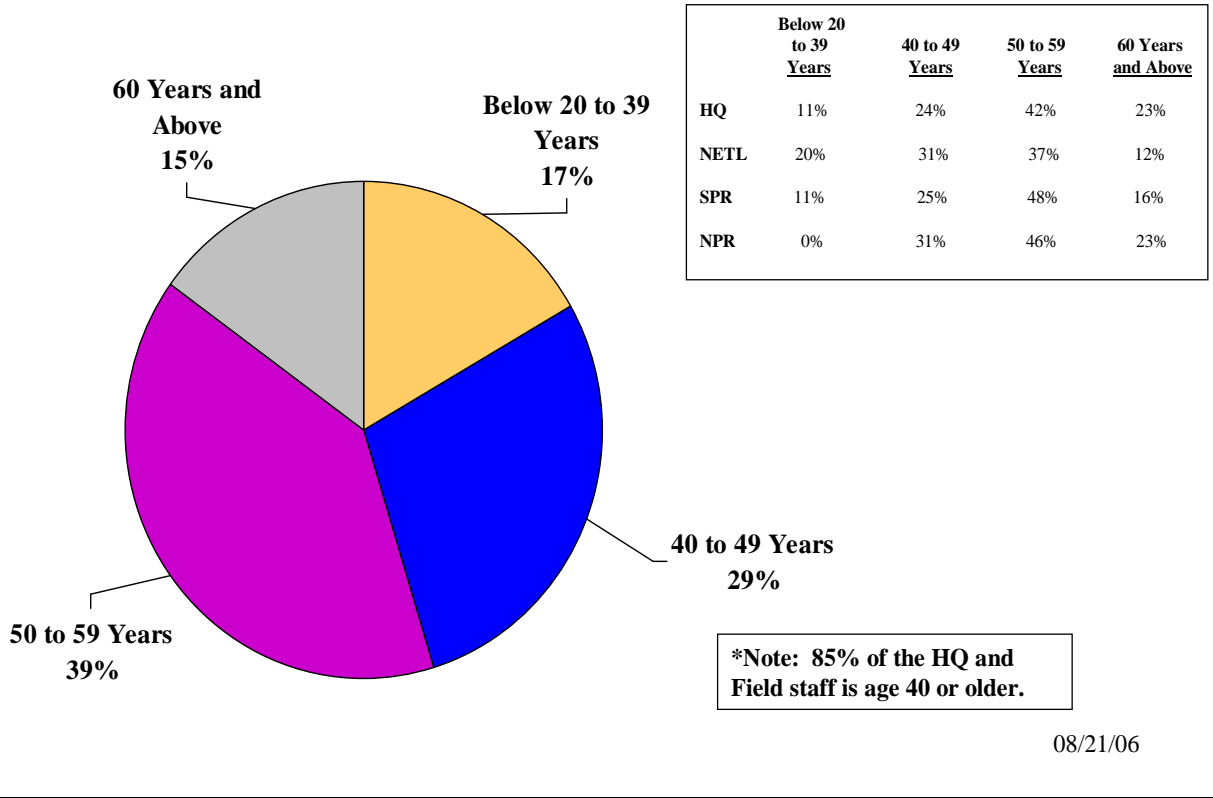
A-4: FE Employee Gender by Grade

OFFICE OF FOSSIL ENERGY  
HEADQUARTERS & FIELD  
PERCENTAGE OF EMPLOYEES BY GENDER AND GRADE  
BY SITE - 8/21/06

	SES		15		14		13		12		11 & Below	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
HQ	8%	<1%	24%	3%	19%	7%	<1%	7%	1%	3%	6%	17%
NETL	<1%	0%	10%	2%	16%	3%	27%	7%	6%	9%	11%	9%
SPR	1%	0%	8%	0%	20%	3%	23%	10%	4%	10%	1%	18%
NPR	0%	0%	8%	0%	15%	8%	23%	0%	8%	23%	0%	15%

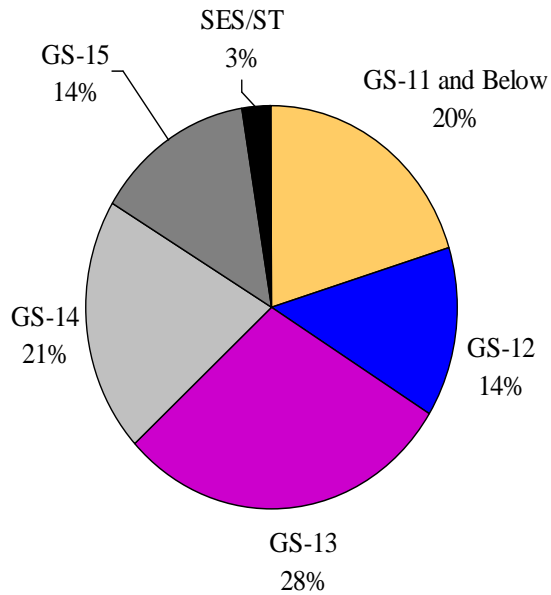
**A-5: Percentage of FE Employees by Gender and Grade (By Site)**

## Office of Fossil Energy Headquarters & Field Age of Employees



**A-6: Age Percentage of FE Employees by Site**

## Office of Fossil Energy Headquarters and Field Grade Distribution

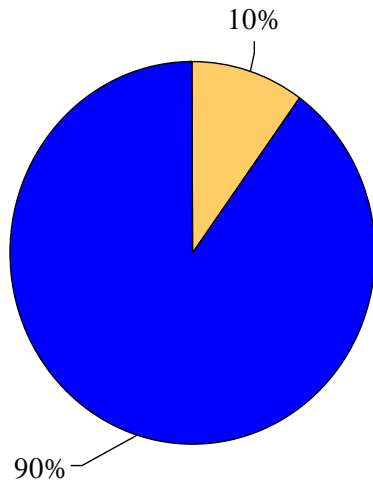


	<u>SES</u>	<u>Grade 15</u>	<u>Grade 14</u>	<u>Grade 13</u>	<u>Grade 12</u>	<u>Grade 11 &amp; Below</u>
<b>HQ</b>	10%	28%	26%	8%	4%	24%
<b>NETL</b>	1%	12%	19%	33%	15%	20%
<b>SPR</b>	1%	8%	24%	34%	14%	19%
<b>NPR</b>	0%	8%	23%	23%	31%	15%

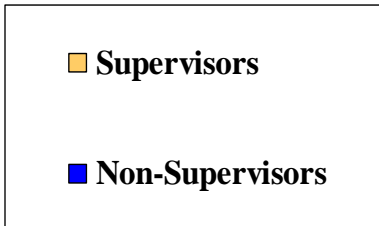
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### A-7: FE Grade Distribution by Site

**Office of Fossil Energy  
Headquarters & Field  
Percentage of Supervisors and Non-Supervisors**



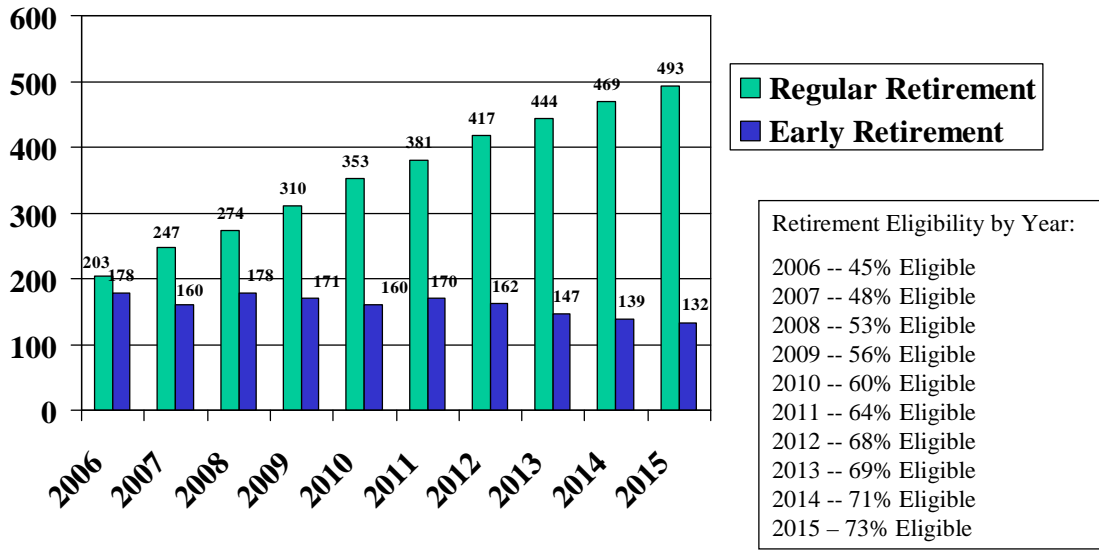
	<u>Supervisor</u>	<u>Non-Supervisor</u>
HQ	12%	88%
NETL	8%	92%
SPR	16%	84%
NPR	31%	69%



08/22/06

**A-8: Percentage of FE Supervisors and Non-Supervisors by Site**

**Office of Fossil Energy  
Headquarters & Field  
Retirement Eligible Employees**  
Number of Employees Eligible for Retirement  
by Calendar Year



8/28/2006

**A-9: FE Retirement Eligible Employees by Calendar Year**

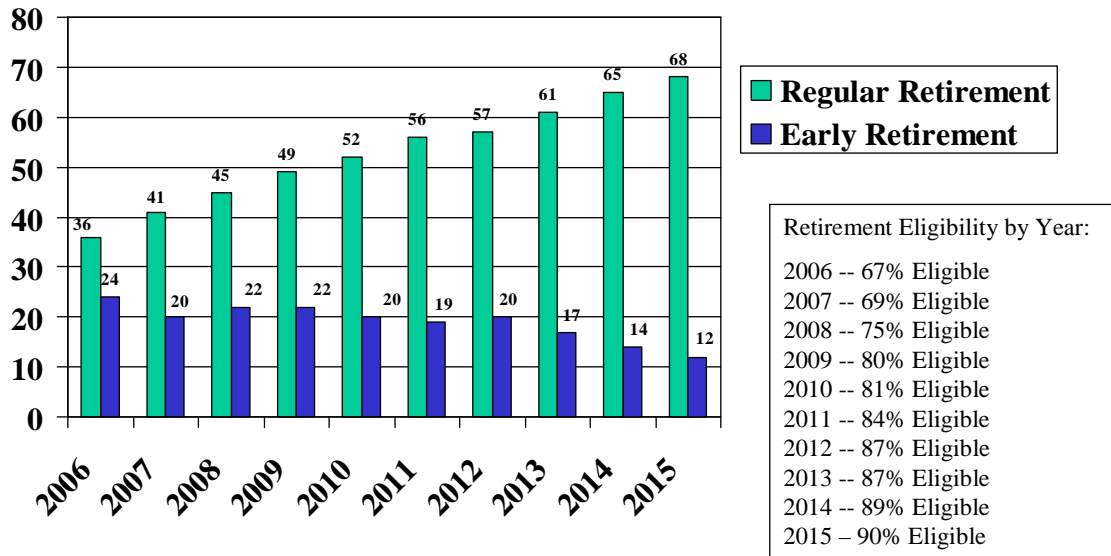
HEADQUARTERS & FIELD  
 PERCENTAGE OF RETIREMENT ELIGIBLE EMPLOYEES  
 BY SITE - 8/28/06

CY	HQ		NETL		SPR		NPR	
	Reg	Early	Reg	Early	Reg	Early	Reg	Early
2006	34%	19%	21%	20%	23%	30%	33%	25%
2007	27%	18%	27%	18%	28%	28%	42%	17%
2008	42%	17%	29%	21%	32%	29%	42%	25%
2009	45%	16%	34%	20%	40%	24%	42%	25%
2010	51%	14%	38%	20%	46%	21%	58%	8%
2011	54%	12%	41%	21%	48%	22%	66%	8%
2012	60%	10%	45%	21%	54%	18%	66%	8%
2013	61%	10%	49%	19%	57%	17%	66%	8%
2014	63%	10%	52%	18%	58%	18%	75%	0%
2015	64%	10%	55%	17%	62%	14%	75%	0%

**A-10: Percentage of FE Retirement Eligible Employees by Calendar Year (by Site)**

**Office of Fossil Energy  
Headquarters & Field  
Retirement Eligible  
Managers & Supervisors**

Number of Managers and Supervisors Eligible for Retirement  
by Calendar Year



8/28/2006

**A-11: Retirement Eligible FE Managers & Supervisors by Calendar Year**

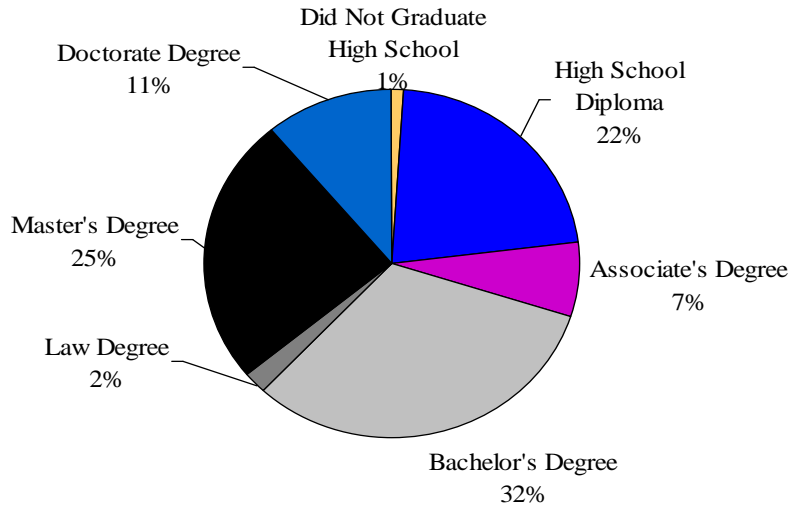


**OFFICE OF FOSSIL ENERGY**  
**HEADQUARTERS & FIELD**  
**PERCENTAGE OF RETIREMENT ELIGIBLE**  
**MANAGERS & SUPERVISORS**  
**BY SITE - 8/28/06**

CY	HQ		NETL		SPR		NPR	
	Reg	Early	Reg	Early	Reg	Early	Reg	Early
2006	57%	26%	31%	25%	50%	36%	25%	25%
2007	61%	24%	38%	21%	57%	29%	25%	25%
2008	70%	13%	40%	29%	64%	29%	25%	25%
2009	70%	13%	46%	31%	71%	21%	25%	25%
2010	74%	9%	50%	29%	71%	21%	25%	25%
2011	87%	4%	50%	33%	71%	21%	50%	25%
2012	87%	4%	50%	38%	79%	14%	50%	25%
2013	87%	4%	56%	33%	86%	7%	50%	25%
2014	87%	4%	63%	27%	86%	14%	75%	0%
2015	91%	4%	67%	23%	86%	14%	75%	0%

**A-12: Percentage of FE Retirement Eligible Managers & Supervisors  
 by Calendar Year (by Site)**

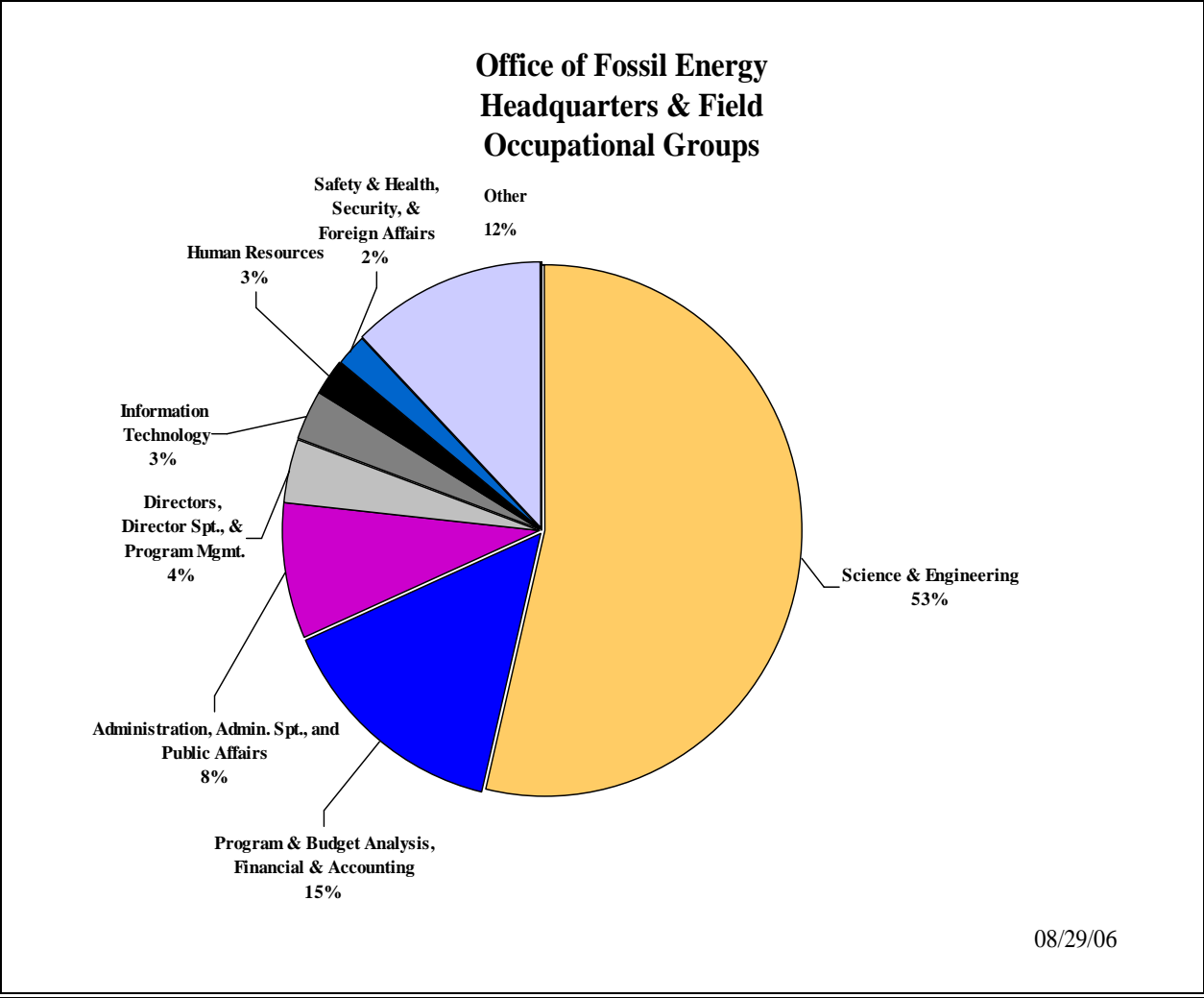
**Office of Fossil Energy  
Headquarters & Field  
Employee Education Levels**



Did not earn a college level (Bachelor's or higher) degree: 30%  
Received College Level Degree: 32%  
Received Advanced Degree: 38%

08/29/06

**A-13: FE Employee Education Levels**



**A-14: FE Occupational Groups**

Occupational Group	Percentage of Occupational	Percentage of Occupational	Percentage of Occupational	Percentage of Occupational
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	<b>Group That Are Shown to Have a Doctorate</b>	<b>Group That Are Shown to Have a Master's Degree</b>	<b>Group That Are Shown to Have Bachelors Degree</b>	<b>Group That Are Shown to Have a Degree</b>
Science & Engineering	11%	28%	56%	95%
Program & Budget Analysis, Financial & Accounting	2%	26%	59%	87%
Administration, Admin. Spt., and Public Affairs	1%	21%	35%	57%
Directors, Director Spt., & Program Mgmt.	12%	22%	58%	92%
Information Technology	1%	28%	45%	74%
Human Resources	0%	15%	38%	53%
Safety & Health, Security, & Foreign Affairs	11%	51%	31%	93%
Other	10%	13%	48%	71%

**A-15: Educational Levels by Occupational Groups**

<b>Occupational Group</b>	<b>Percentage of Occupational</b>	<b>Percentage of Occupational</b>
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	<b>Group Represented by Females</b>	<b>Group Represented by Males</b>
Science & Engineering	24%	76%
Program & Budget Analysis, Financial & Accounting	62%	38%
Administration, Admin. Spt., and Public Affairs	73%	27%
Directors, Director Spt., & Program Mgmt.	26%	74%
Information Technology	24%	76%
Human Resources	64%	36%
Safety & Health, Security, & Foreign Affairs	27%	73%
Other	38%	62%

**A-16: Gender Distribution by Occupational Group**