



Office of Management
**HUMAN CAPITAL
MANAGEMENT
WORKFORCE PLAN**



September 2006

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EXECUTIVE SUMMARY

The Department of Energy (DOE) Office of Management (MA) is a high-performing organization that has and continues to contribute to the Department's recognition as a well-managed agency. Our staff is composed of 235 highly motivated and dedicated professionals performing critical functions in support of the Department's missions. MA leads the effort to assure the effective management and integrity of DOE programs, activities, and resources by developing and implementing Department-wide policies and systems in the areas of acquisition management, real property management, administrative services, competitive sourcing/A-76, aviation management, and executive secretariat and scheduling services. Further, MA provides a safe and secure environment for all HQ employees through the deployment of disciplined Occupant Emergency Plans.

We recognize that people are our greatest and most valuable asset, and that we are becoming increasingly vulnerable to the loss of important skills through retirement of talented and experienced individuals. We have adopted the Human Capital Management Improvement Program (HCMIP) Criteria for Success as the basis for organizing plans and evaluating progress in human capital management. This Workforce Plan was developed using a five phase model to create short and long-term solutions for current and future human capital issues: analyzing, forecasting, planning, implementing, and evaluating. Our analysis and forecasting identified: 1) the potential for a major "brain drain" in our workforce from large scale turnover due to retirement eligibility of 46% of our workforce by the end of FY 2011; 2) simplified and reduced hiring time is needed to obtain and compete with other federal and state agencies and the private sector; and 3) continued effort is required to train and promote the current workforce for future leadership positions. Our Workforce Plan will use the full range of human capital tools to attract, retain, develop, guide, motivate, and diversify our human capital resources, to include:

- Ensuring the right people with the right match of knowledge and skills are available and deployed appropriately throughout MA;
- Understanding the internal and external environment and how those factors will affect our current and future workforce;
- Understanding the makeup of our current workforce and the necessary skills, capabilities, and aptitudes that will be required to achieve business outcomes in our current and changing environments;
- Linking human strategies with business outcomes;
- Workforce planning that reflects those initiatives/strategies that provide our managers with a framework for making informed decisions in line with our mission, strategic planning and financial resources;
- Use of knowledge management systems;
- Succession planning; and
- Implementing diversity policies.

We have assessed our human capital needs and identified strengths and challenges of the organization. Our strengths include a highly educated workforce with strong professional and leadership skills and abilities; a succession plan to identify projected leadership positions and skills gaps in the organization and to fill those positions as appropriate; and a strong commitment

to reducing the under-representation of women in leadership positions and minorities in the workforce. Our challenges include maintaining leadership and mission critical skills in the face of 46% of the organization being eligible for retirement in the next five years; reducing the under-representation of women and minorities in leadership positions and mission-critical occupations; filling skills gaps in contracts and financial management; and achieving an integrated organization structure that enhances decision-making.

Our future human capital posture will encompass all its current strengths and be poised to answer future challenges. A workforce diverse in age, gender, and minority representation but still highly professional, educated and skilled will be in place, engaged in appropriate development programs to ready them for leadership positions throughout the organization. Knowledge management systems will be used to efficiently capture and store information and knowledge to enhance decision-making at all levels. MA will be known as an employer of choice and will have access to a skilled, experienced, educated, and diverse candidate pool.

1.0 INTRODUCTION

The Office of Management (MA) Human Capital Management (HCM) Workforce Plan charts a course for ensuring that the organization's future workforce has the skills and competencies to achieve its mission. The analyses, strategies, and performance measures described in the MA HCM Workforce Plan form the foundation for attaining this goal.

This Workforce Plan was developed using the "Guide to Workforce Planning at the Department of Energy," dated September 2005, by the Office of Human Capital Management Strategic Planning and Vision. The five phase process model was used that includes analyzing, forecasting, planning, implementing, and evaluating to align human resources processes to create short and long-term solutions for current and future MA human resource capital issues. Further, this Workforce Plan considers the Department of Energy (DOE) Human Capital Management Strategic Plan and its implementation initiatives already underway. Finally, we considered both internal and external human and business factors when comparing our present workforce and the desired future workforce to highlight our shortages, surpluses, and competency gaps. This workforce planning effort was focused on linking expenditures for human capital strategic planning and the budget process to provide both service needs and the skills required to achieve the MA mission. This is the first development of a workforce plan for the recently established MA office (October 2005 - see Section 2.0 for more details on the workforce plan process and recent reorganization).

1.1 Mission and Business Vision

MA's vision is to be a high-performing organization that continues to contribute to the Department's recognition as a well-managed agency. Our staff composition will continue to be a group of highly motivated and dedicated professionals performing critical functions in support of the Department's missions.

The current DOE Strategic Plan outlines the major DOE responsibilities for the security of the Nation. MA performs critical functions that enable the Department's mission programs to achieve these outcomes, and MA is the lead element in the Department responsible for two of the seven cross-cutting initiatives on the President's Management Agenda. While MA has not finalized their internal strategic plan, we are driven now and in the future by requirements linked not only to the attainment of the Department's mission but also to the need to adhere to Federal business laws and policies.

MA is DOE's core management organization providing leadership in such mission critical areas as project and contract management. MA also provides direction and policy guidance in support of efforts to reform the Department's management through implementation of the President's Management Agenda. In addition, MA manages the support mission of the Department's Headquarters complex and provides administrative support to those employees in the complex.

MA includes: 1) Office of the Director; 2) Office of Scheduling and Advance; 3) Office of Competitive Sourcing/A-76; 4) Office of Aviation Management; 5) Office of Administration; 6) Office of Engineering and Construction Management; 7) Office of Procurement and

Assistance Management; and 8) Office of the Executive Secretariat. The Director of MA oversees more than \$22 billion in annual contract obligations and \$2 billion in financial assistance obligations and is responsible for management oversight of the Department's multi-billion dollar project portfolio.

1.2 Human Capital Management Strategy

MA's human capital management strategy is to recruit, retain, and position diverse, highly trained professionals with the appropriate skills to carry out MA's mission. MA will ensure that skill needs are met with an up-to-date MA HCM Workforce Plan that includes: 1) recruitment, retention, development, succession planning, and knowledge management programs that focus on attaining, replacing, and retaining critical skills; and 2) ensuring that recruitment and retention activities are invested in under-represented groups (*i.e.*, women and minorities) to make available to the MA organization a wide array of talent and skills. Human capital, identified by the Government Accountability Office as a "high risk" area for all of the Federal Government, is one asset that agencies must plan for now to ensure availability at the right time and right place.

1.3 The President's Management Agenda

The President's Management Agenda (PMA), announced in summer 2001, is an aggressive strategy for improving the management of the Federal government. It focuses on seven areas of management weakness across the government where improvements and progress can be made. One area is the strategic management of human capital, for which the President established four priorities:

- Make the government citizen centered.
- Shape organizations to meet a standard of excellence in attaining outcomes important to the Nation.
- Adopt information technology (IT) systems to capture knowledge and skills.
- Induce agencies to make better use of the flexibilities currently in place to acquire and develop talent and leadership.

The President states in Strategic Goal 1 of the PMA, "Strategic Management of Human Capital":

"We must have a Government that thinks differently, so we need to recruit talented and imaginative people to public service. . . . With a system of rewards and accountability, we can promote a culture of achievement throughout the Federal Government."

Government progress toward achieving the PMA is measured with the Executive Branch Management Scorecard. The scorecard tracks how well the departments and agencies are executing the government-wide management initiatives using a simple "traffic light" grading system common today in well run businesses: "green" for success, "yellow" for mixed results, and "red" for unsatisfactory. Scores are based on standards for success defined by the President's Management Council and discussed with experts throughout government and academe including individual fellows from the National Academy of Public Administration.

DOE has scored a “green” for both achievement and progress status on the PMA Human Capital Management Scorecard, which signifies satisfaction of the scorecard standards and implementation of agreed-upon plans for DOE’s human capital management. Since the establishment of MA in October 2005, MA’s internal DOE score has been consistently “green” because it met performance goals for internal quarterly scorecard measures. The implementation of the MA HCM Workforce Plan enhances the Department’s goal to achieve 100% of all organizations planning and implementing human capital initiatives. Implementation of the MA HCM Workforce Plan and our strategic goals are discussed further in Section 4.0. Areas of focus include:

- Linking MA’s performance and evaluation process in appraisal plans to DOE’s mission.
- Measurable reduction of senior executive service under-representation of women and minorities.
- Implementing actions to fill identified skills gaps in the MA organization.
- Reduction in under-representation of MA Hispanic employment.
- Demonstrating commitment to meeting aggressive hiring timeline goals.
- Linking MA’s knowledge management effort to the DOE portal.

Another area of interest is expanded Electronic Government (E-Gov). MA has demonstrated success in E-Gov initiatives that supports the President’s goal to make government more transparent and accountable to the American taxpayer. MA has expanded its use of E-Gov by creating an easy-to-navigate point of entry that enables access by the public to limited information from:

- I-MANAGE
- Enterprise Human Resources Initiative (EHRI)
- Electronic FOIA (EFOIA)
- Communities of Practice posted on several MA office websites
- Integrated Acquisition Environment

By providing personnel within the agency, in other agencies, and the public with information, MA enables them opportunity to access data rapidly to meet their needs.

1.4 Reorganization – October 2005

In October of 2005, the Department’s Office of Management, Budget and Evaluation/Chief Financial Officer (OMBE) was divided into three different offices, all of which report directly to the Deputy Secretary. The Deputy Secretary directed this action to enable senior Department leadership to focus on important Departmental initiatives and to improve organizational accountability to the Secretary and Deputy Secretary. These new offices are the Office of the Chief Financial Officer, the Office of Human Capital Management, and the Office of Management. The newly established MA office is comprised on the following offices:

Office of the Director (MA-1)
Office of Scheduling and Advance (MA-10),
Office of Competitive Sourcing/A-76 (MA-20),
Office of Aviation Management (MA-30),
Office of Administration (MA-40),
Office of Engineering and Construction Management (MA-50),
Office of Procurement and Assistance Management (MA-60), and
Office of the Executive Secretariat (MA-70).

1.5 Recent Organizational Realignment

MA has just recently reshaped the workforce to better achieve mission results by realigned the organizational structure of two of its organizations: Office of Engineering and Construction Management (MA-50); Office of Procurement and Assistance Management (MA-60). Additionally, the Office of Administration (MA-40) has completed their Competitive Sourcing/A-76 Logistics Study.

The MA-50 reorganization reduced the senior management layers within the organization by replacing three Excepted Service (EJ) positions with GS-15 positions, and realigning the day-to-day management responsibilities for the workforce to two Senior Executive Service positions. The two management positions are Deputy Director for Facilities Management & Professional Development with two Team Leaders (Professional Development & Resource Management Team and the Facilities & Infrastructure Team) and a Deputy Director for Project Management Systems & Assessments with two Team Leaders (Project Management Systems Team and the Project Assessment Team).

The MA-60 reorganization was designed to improve operational efficiency and effectiveness as well as streamline the organization and consolidate functions consistent with current staffing. Although the reorganization changes the overall design and structure, the staff and the important work that each person does in accomplishing the MA-60 mission remain. In summary, the reorganization:

Creates a new Administrative Office that reports directly to the Director, OPAM, to manage and perform corporate administrative resources/functions;

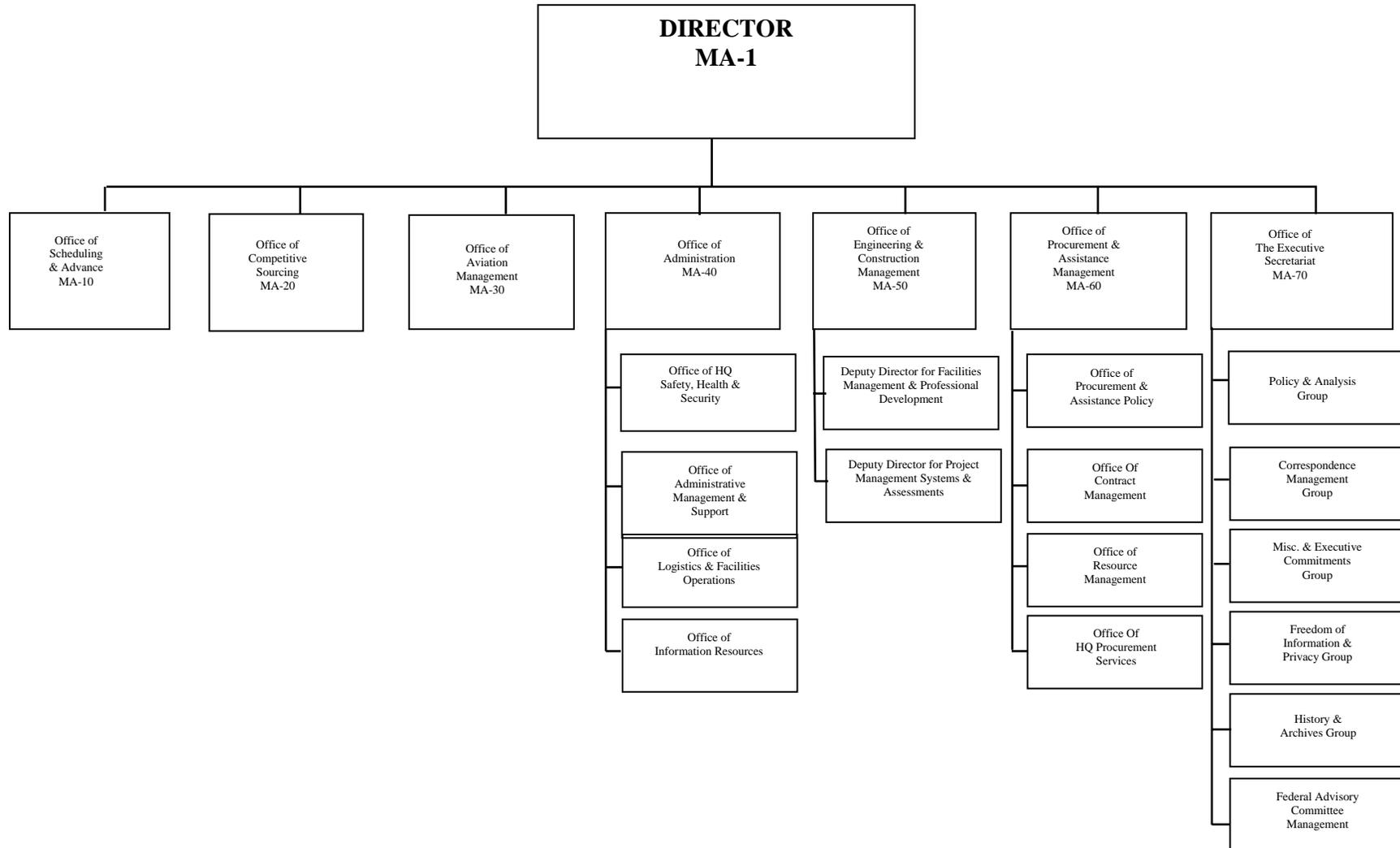
Realigns the functions and resources of the Information Management Systems Division to report to the Director, Office of Contract Management (MA-62);

Moves the staff resource and functions/responsibilities of the Acquisition Career Development Program, the Department's debarment/suspension program, the Contracting Officers' warrant program, and related areas to the Office of Procurement and Assistance Policy.

MA-40 has completed their Logistics Competitive Sourcing/A-76 Study. A private bidder Logistics Applications, Inc. (LAI) was successful in winning the competition, and the contract was stood-up August 31, 2006. In addition, the full implementation of the associated residual

organization was September 01, 2006, and the impact on efficiencies, effectiveness, and cost will be assessed.

OFFICE OF MANAGEMENT



2.0 WORKFORCE PLAN PROCESS

This Workforce Plan was developed using the “Guide to Workforce Planning at the Department of Energy,” dated September 2005, by the Office of Human Capital Management Strategic Planning and Vision. The Guide’s five phase process model was used that includes analyzing, forecasting, planning, implementing, and evaluating to align human resources processes to create short and long-term solutions for current and future MA human resource capital issues. Further, this Workforce Plan considers the DOE Human Capital Management Strategic Plan and its implementation initiatives already underway. Finally, we considered both internal and external human and business factors when comparing our present workforce and the desired future workforce to highlight our shortages and competency gaps. This workforce planning effort was focused on linking expenditures to human capital strategic planning and the budget process to provide both service needs and the skills required to achieve the MA mission. This is the first development of a workforce plan for the recently established MA office (October 2005).

Document the nature of the existing workforce.

Using DOE Info (DOE’s Corporate Human Recourse Information System database), workforce data was analyzed to provide organizational information that forms the baseline for the workforce status. This data served as the benchmark for identifying the current workforce profile from which future workforce requirements will be developed. Specific data include grade distribution of Full-Time Equivalents (FTE’s) for projected retirement, gender distribution, ethnic minority representation, education, and identification of Mission Critical occupations and competencies. Approximately forty eight percent (48%) of the MA workforce are identified as inherently governmental functions.

Provide an organizational skill assessment and gap analysis.

This assessment addressed the skills that are essential to accomplish the MA mission and determined how the business vision impacts the nature of the essential skills needed. The gap between existing and needed skills was then established with the gap analysis as outlined in Section 5.0. Further, MA missions were assumed to remain constant; however, consideration was made for forecasted attrition through retirement.

Develop a five-year plan for closing the skills gap.

The Workforce Plan was developed considering anticipated attrition due to retirements; diversity, education, skill needs (i.e. the proportion of needed skill in the workforce), and available training and development programs. The plan includes two short-term human capital strategic goals and one long-term human capital strategic goal as shown in Section 4.0. In addition, specific focus included what internal factors are influencing our workforce capability and what external factors are influencing our workforce capability (e.g., demand for changing competencies in mission critical occupations, and supply of external and internal labor based on need and trends).

Implementing and evaluating.

MA is continuing to implement and evaluate progress against those DOE human capital activities that are established by OMB for Departmental implementation of the DOE Human Capital Management Strategic Plan. MA will evaluate and report progress quarterly to the Office of Human Capital Management to support the PMA. The Director of MA participates on the Department's senior leadership Management Council during quarterly meetings that include monitoring and discussion of progress in Human Capital Management.

2.1 Participants

The Office of Engineering and Construction Management (MA-50) managed the workforce planning effort. Representatives from each of the MA Offices participated in the planning process through a series of meetings and by collaboration with the DOE Office of Human Capital Management.

2.2 Data Management

The analysis of the current workforce was accomplished using DOE Info (DOE's Corporate Human Recourse Information System).

3.0 MA WORKFORCE PROFILE

The following MA workforce profiles provide demographic analyses covering grade-level distributions for retirement eligibility, gender, minorities and education level. Paramount in the analysis is the need to: 1) replace an aging workforce, 2) enhance the under-representation of ethnic minorities and woman in senior leadership positions, and 3) replace required contract management skills.

MA workforce retirement information and demographics are based on fourth quarter FY 2006 data from DOE Info.

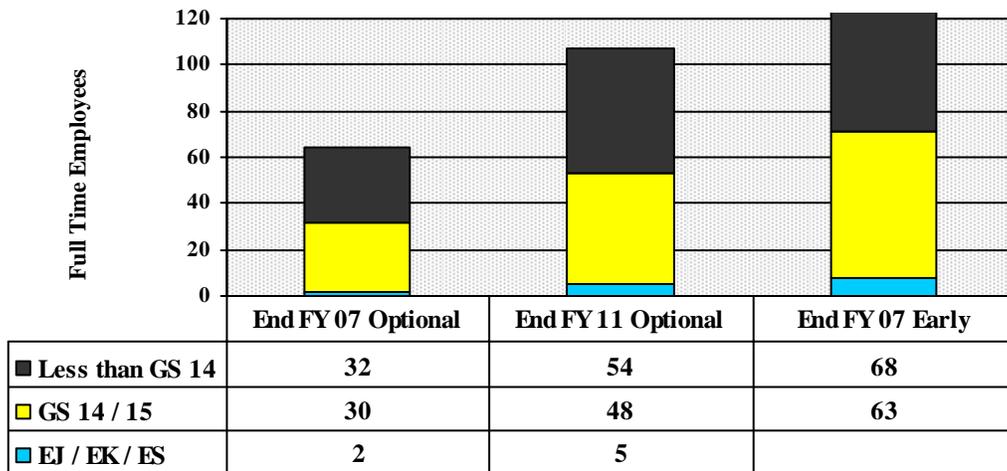
3.1 FTE Allocation

The MA FY 2006 approved budget indicates a Federal staffing allocation of 317 full-time equivalents (FTE) and a requested allocation of 319 for FY 2007. The staffing levels as of August 2006 are 235.

3.2 Retirement Eligibility

The number of Federal FTEs eligible for retirement and early retirement over the next five fiscal years is illustrated in Figure 1.

Figure 1. MA Projected Retirement Eligibility



MA workforce is 235 FTE's:

25% or 64 FTE's are eligible to retire in FY 07

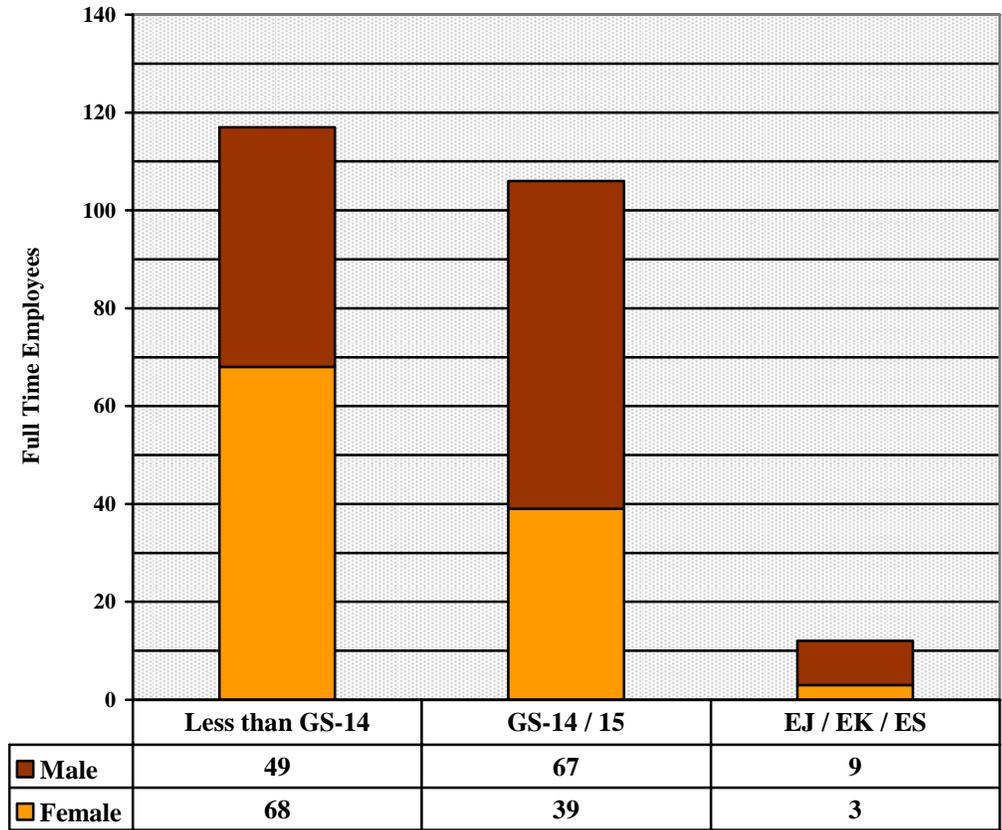
46% or 107 FTE's are eligible to retire in FY 11

59% or 139 FTE's would be eligible in FY 07 if an Early-out¹ were offered.

3.3 Grade/Gender Distribution

Figure 2 illustrates the distribution of grades/gender for MA.

Figure 2. MA Grade/Gender Distribution



MA workforce is 235 FTE's:

47% are female in MA – 110 FTE's

38% are female in DOE

45% are female in Government

The percentage of females in the MA workforce is significantly higher than the DOE-wide percentage and slightly more than the Government-wide percentage.

GS-14/15 37% are female in MA compared with 29% female in DOE

EJ/EK/ES 25% are female in MA compared with 20% female in DOE

3.4 Diversity

Figure 3 illustrates the ethnicity representation within MA compared to the civilian labor force (CLF) and DOE. Table 1 shows the diversity / grade distribution within MA.

Figure 3. MA Ethnic Minority Representation
(All Figures are Percentages)

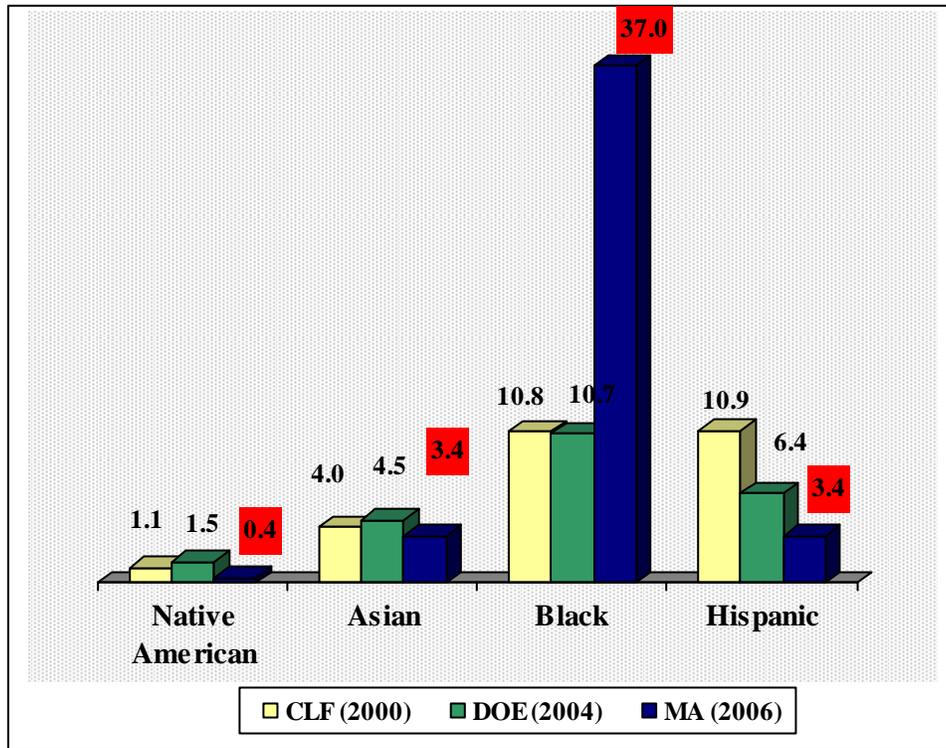


Table 3-1. MA Ethnic Minority Grade Distribution

	Native American	Asian	Black	Hispanic
Less than GS 14	0	1	70	4
GS-14 / 15	1	7	17	4
EJ / EK / ES	0	0	0	0
FTE Totals	1	8	87	8

MA workforce is 235 FTE's:

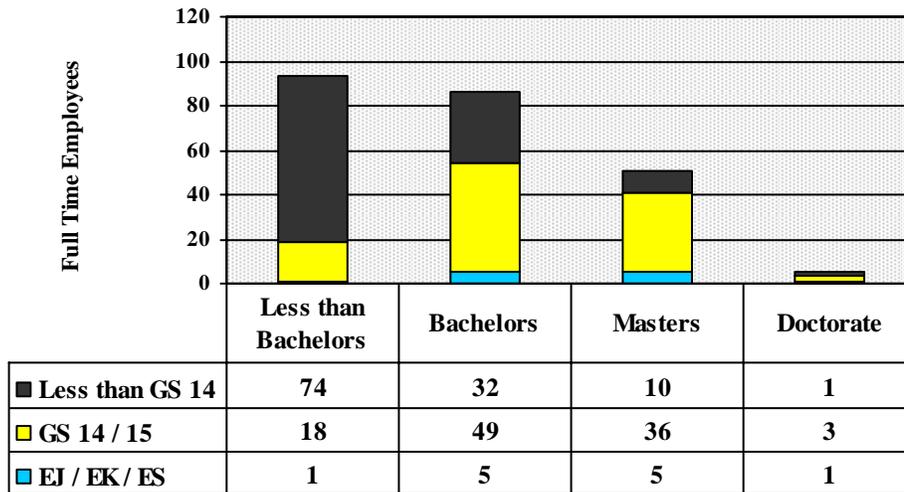
44%	Ethnic Minorities–104	significantly greater than	23%	DOE-wide
0.4%	Native American – 1	significantly less than		CLF & DOE-wide
3.4%	Asian – 8	less than		CLF & DOE-wide
37.0%	Black – 87	significantly greater than		CLF & DOE-wide
3.4%	Hispanic – 8	significantly less than		CLF & DOE-wide

Other than Black, other ethnic minority groups are underrepresented within MA, especially the Native American and Hispanic groups. However, almost two-thirds of grades less than GS-14 are filled with ethnic minority persons, and just more than one-quarter of the grades GS-14/15 are ethnic minority filled. None of the senior executive positions are filled with ethnic minority personnel.

3.5 Education

Figure 4 illustrates the grade and educations distributions for MA

Figure 4. MA Grade / Education Distribution



MA workforce is 235 FTE's:

- 60% or 142 FTE's have college degrees Bachelor or higher
- 40% or 93 FTE's have less than a Bachelors college degree
- 24% or 56 FTE's have Masters or higher

Generally, employees with higher grade levels have higher levels of formal education.

3.6 Trend Analysis

Retirement: If an Early-out program were authorized, retirements would increase in MA, including the senior executive positions (EJ/EK/ES).

- 17% (2 of 12) senior executive FTE's are eligible to retire by the end of FY 2007
- 67% (8 of 12) senior executive FTE's are eligible to retire by the end of FY 2007 if an Early-out program were authorized.

Diversity: Although MA has significant representation of woman and blacks in the overall MA workforce, the same cannot be said for ethnic minority groups in the highest grades and positions of leadership.

3.7 Skills Gap Analysis

The contract management and financial management mission-critical skills gaps have been identified based on the organizational analysis performed and a review of the strategic considerations of the Department and the goals outlined for the MA organization. Recruitment actions are in progress or planned to fill these gaps within approved budget and FTE authorization.

MA utilizes contracted service providers to fill critical skills gaps on a temporary, as-needed basis in order to ensure mission accomplishment. Contract support is a practical and cost-effective means to ensure critical skills gaps are filled as it provides an available pool of technical experts and a rapid response to continually changing requirements.

4.0 MA WORKFORCE HUMAN CAPITAL STRATEGIC GOALS AND ACTION PLANNING

MA will obtain / maintain its ideal staff by ensuring human capital planning and management efforts support achievement of organizational goals that are based on current and projected Departmental missions and goals. In general, MA will consider targeted buy-outs and early retirement; recruit new employees based on sound skills and organizational requirements; invest in the motivation and development of employees; and plan for, create, and sustain pools of well-qualified candidates with the skills to meet current and projected critical needs.

Based on the current workforce analysis, MA has identified one short-term and two long-term goals in support of Governmental, Departmental, and organizational human capital goals. The goals and subsequent performance indicators are based on the organizational and workforce analyses and target specific areas for improvement within the MA Human Capital Management (HCM) program. The goals are statements of the intended outcome for each initiative. The intended level of performance is expressed via performance indicators as tangible, measurable objectives, against which actual achievement can be compared.

4.1 Workforce MA-Human Capital Management Strategic Goals

MA-HCM Strategic Goal #1 (Short-term)
Identification and understanding of under representation of minority groups in senior leadership positions within MA

The workforce analysis indicates that some ethnic minority groups are underrepresented within the MA workforce. The data also indicates that, although females comprise approximately 47% of the workforce, females and ethnic minorities are underrepresented in senior leadership positions within MA. Although MA does not have control over the availability of qualified females and ethnic minority candidates, it does have some control over the resources allocated and methods used to identify and attract new candidates for employment within MA and leadership building roles.

The purpose of this goal is to increase efforts towards identifying and attracting qualified females and ethnic minorities to MA and provide career enhancing / leadership building roles for them. This will be accomplished by utilizing DOE corporate outreach programs and other Government and non-Government recruiting programs.

Performance Indicators:

1. Identify current mechanisms used by MA organizations and the Department to increase representation of and leadership opportunities for female and ethnic minorities by December 30, 2006.
2. Develop a plan that outlines ways to increase representation and leadership opportunities for female and ethnic minority groups within MA by June 30, 2007.

MA-HCM Strategic Goal #2 (Long-Term)

Implement the MA Succession Plan

Succession planning / management enables an organization to target critical functional skill sets according to identified competencies, and then develop strategies to ensure it has a well-qualified workforce to meet its needs. Succession planning focuses on identification of critical positions within an organization and potential candidates to fill those positions. Staffing regulations within the Federal government prohibit the identification of specific individuals to fill positions, however, it is possible to identify critical positions, the competencies associated with such positions, and the skill sets to meet current and changing organizational needs. Succession management focuses on creating and sustaining pools of well-qualified candidates with the skills to meet critical needs as they arise. Sound professional, administrative, and leadership skill sets are the primary focus of succession planning and management activities within the Department and MA.

Succession planning / management efforts within MA are currently directed from the Office Director level utilizing a variety of DOE and MA internally developed processes such as individual development plans (IDP), annual performance appraisal plans, mentoring programs and leadership assignments. Accomplishment of this goal, in conjunction with the skills analyses previously discussed, will ensure a uniform set of succession planning / management processes are used throughout the organization. Implementation of succession planning / management will also ensure MA has a ready pool of qualified individuals to fill any of the Director positions that may become vacant due to retirement (see MA Workforce Profile from previous section).

One of the key aspects of this process will be the development of professional / career programs. MA will ensure its efforts support the Department's goal in competency-based development especially in the DOE mission critical skills of project management, contract management, leadership management, financial management, IT management, and Technical Qualifications Program subject areas.

Performance Indicators:

1. Semi-annual reviews between MA's office directorates and MA-1 on progress toward implementing the MA Succession Plan.

2. Implement the MA Succession Plan by September 30, 2007.

MA-HCM Strategic Goal #3 (Long-term)

Ensure MA is strategically aligned, with the right mix of people in the right place with the right skills to perform its current and foreseeable future mission.

In October of 2005, the Department's Office of Management, Budget and Evaluation/Chief Financial Officer (OMBE), which had been established at the start of FY 2002, was divided into three different offices, all of which report directly to the Deputy Secretary. The Deputy Secretary directed this action to enable senior Department leadership to focus on important Departmental initiatives and to improve organizational accountability to the Secretary and Deputy Secretary.

Although the management of the MA HCM Workforce Plan actions will constitute a continuous effort, the establishment of the new MA organization resulted in a need to establish associated workforce plans. This human capital strategic goal has been developed in order to mark the beginning of an initiative to ensure that workforce planning is a key and integral part of the MA organization and decision-making.

MA human capital strategic alignment will ensure positioning of essential organizational components and resources to achieve missions, goals, and objectives. Strategic alignment of MA's human capital is the recruitment, development, deployment, and retention of human resources capable of performing the MA missions. The action planning will include a review of MA missions, functions, responsibilities, and skills in order to accomplish the MA mission. The organizations within MA had performed some skills assessments prior to the formation of MA as previously outlined in each organization's HCM plans while under the organization of OMBE.

This process will include performing formal skills analyses to identify critical skills needed to accomplish the MA mission; developing plans to address skills needs gap and surpluses identified in the skills analyses; and implementing the plans. The skills needs gap will be addressed via training within existing positions and recruitment of new hires, or other actions as appropriate.

Short-term skill mix management will continue, i.e. filling of critical vacancies from within or via recruitment actions and considering targeted buy-outs and early retirement as appropriate, until the results of the formal analysis are completed.

Performance Indicators

1. Conduct quarterly MA HCM Workforce Plan progress reviews.
2. Update the MA Workforce Plan by September 30, 2007.

4.2 Workforce Action Plans to support HCM activities

This section contains MA workforce action planning, consisting of activities and strategies MA has and will use to conduct day-to-day HCM activities and achieve the human capital strategic goals resulting from the strategic workforce analysis. These activities will ensure MA plans for and maintains a workforce with the right skills to achieve its mission in furtherance of the Department's missions and goals.

Restructuring

MA has recently been established as an organization. However, MA will continue to review its organization as appropriate for gaining efficiencies through reorganization in order to ensure efficient utilization of human resources by restructuring management layers and improving spans of control.

Realignment

MA is continuously analyzing its mission and priorities and has historically identified positions for competitive sourcing/A-76 analysis and to create positions in areas where skill gaps exist. The positions identified for elimination represent either a surplus of skills or skills that are no longer required for MA to properly and efficiently meet its organizational objectives. Employees in these positions will be encouraged to take advantage of realignment opportunities within MA or other Departmental and Governmental organizations.

The realignment of personnel within the MA organization results in the retention of incumbent personnel thereby increasing the efficiency and effectiveness of the organization, maintaining institutional knowledge, and providing for a more fulfilling and challenging career path for the individuals involved.

Recruitment

MA considers the use of appropriately aggressive and multi-faceted recruitment strategies provided by the Office of Human Capital Management, such as work/life flexibilities, incentives, and programs, i.e., professional credential and student loan repayment program; recruitment bonuses; and the excepted service process, to recruit specific workforce competencies and attract qualified candidates. MA also uses the USA Jobs and DOE Jobs Internet web sites in addition to brochures located on MA web sites as mechanisms to attract qualified candidates. In addition, MA utilizes DOE and other government intern and student programs to identify potential candidates for future full-time opportunities.

MA will continue to emphasize the recruitment of minorities and women in recruiting efforts in support of the human capital strategic goal of increasing representation of minority groups within its workforce. MA will target minority institutions and organizations through separate mailings to minority institutions. For example, MA has been an active participant in support of the Student Summer Intern program.

Emphasis is also being placed on hiring entry level candidates, when possible, in order to support succession planning / management efforts. This emphasis also has the added benefit of lowering overall operational costs for MA. MA will consider entry-level, student, and disability employment programs administered by the Office of Human Capital Management. Specifically:

- DOE Scholars Program
- Presidential Management Fellows (PMF) Program
- Energy Student Achievement Program
- DOE Career Intern (CIP) Program
- DOE Disability Employment Program
- Student Career Experience (SCEP) Program
- Student Temporary Employment Program
- Student Volunteer Service Program
- Scholarship for Service Program

MA Directors are involved in the recruitment of personnel through determination of needs and making personnel selections. Office Directors are the selection officials for candidate selection to their respective offices. The Directors are supported by human resource personnel, who are familiar with human resource flexibilities and tools, in the recruitment process.

Recruitment strategies are assessed by monitoring recruitment actions and status, and the results of recruitment actions to determine which methods result in favorable outcomes regarding quality of candidates, time required to fill positions, and overall costs associated with a particular method.

MA and the PMCDP challenges the Department's line management organizations to recruit, hire, and retain high quality, skilled project directors per DOE Order 361.1A. Major recruitment incentive defined and established in the OPM regulations include: recruitment bonuses; relocation bonuses; superior qualifications appointment; excepted service hiring authority; dual compensation restriction waivers, and travel (relocation) expenses.

Retention

MA retention strategies include recognition of performance and commitment through awards, creating a partnership environment among management and staff, providing meaningful and value-added assignments, allowing personnel to pursue other interests within MA, and creating a family-friendly environment.

MA has created an environment where rewards are used to recognize commitment and high performance through monetary and non-monetary mechanisms in order to retain and motivate employees. Monetary awards include merit promotions, quality step increases, performance bonuses, and special act awards. MA has also developed criteria for awarding quality step increases for annual performance-based awards. Non-monetary awards include compensatory paid time off, certificates of appreciation, public recognition at group functions, and other forms of appreciation consistent with DOE Awards Program. In addition, MA is considering mechanisms for providing reimbursements of professional credentials and student loans.

As appropriate, MA will give employees the opportunity to work in a different role within the organization. As a result, individuals could be pursuing alternative career paths within MA. The benefits this program could be to provide for a more fulfilling and challenging career path for the individuals involved while filling needed skills gaps within the organization.

MA allows the use of and participation in a variety of work/life flexibilities, facilities, services and programs to make the organization an attractive place to work. This includes the use of flexi-place and alternative work schedule (AWS) programs, fitness centers, health assessments, employee assistance programs, Subsidy for Energy Employee's Transit (SEET), and allowances provided by the Family Leave Act. Monitoring of flexibilities' usage is performed to identify the cost effectiveness of the programs and impact on organizational performance.

Employee Development

The MA staff training and development strategy is based on needed competencies required to meet mission functions and supporting requirements. MA personnel have a direct impact on the implementation of the organization's mission and therefore are hired, in part, for their education, knowledge, and experience related to the skills needed for MA to implement its mission functions. Continuous learning and career development is implemented in a variety of ways, including the pursuit of certifications, training, workshops, symposiums, job rotations, inter-office lesson learned sessions, all-hands meetings, and the use of individual development plans (IDP). MA is supportive of employee development within budget constraints.

MA organizations have individual training plans to meet their mission requirements. Training is managed through the DOE Employee Self-Service Training Program. MA employees utilize learning technology through web based training courses and interactive learning programs whenever they are available. These are typically used for DOE-wide instruction such as security awareness, protection of classified material, sexual harassment, diversity awareness, and government ethics training. It is also used to administer specific training requirements when available. Training provided by organizations external to DOE and the Government are utilized, as necessary, to obtain skills and knowledge necessary for mission accomplishment.

MA determines the impact of investment in continuous learning and development of individual performance through feedback and improvement as part of peer reviews, team leader reviews of team members, and management reviews of personnel performance using annual performance appraisal plans.

In support of the Department's and MA strategic human capital goals, MA develops formal policies regarding professional / career development especially in the acquisition / contract management, and project management subject areas.

Knowledge Management

MA implements its strategic knowledge management efforts through integration of in-house and external electronic resources, mentoring programs, and posting of reports for Department-wide distribution.

MA participates in various DOE corporate knowledge management and E-Gov initiatives: I-MANAGE; IDW (I-MANAGE Data Warehouse); and CHRIS and Employee Self Service resulting in significant reductions in paperwork processing for DOE employees.

MA participates as a part of the DOE Partner Agency in the Enterprise Human Resources Integration Initiative (EHRI) to improve Federal human capital management by participating in the Federal Government's world class management of human capital through the electronic access, analysis, storage and exchange of human resources information on a Government-wide basis. This will be a data repository for Federal human resources data that will act as a hub for data exchanges between Partner Agencies and provide workforce analysis tools for Government-wide analysis and reporting.

MA is the lead element in the DOE for populating the Acquisition Career Managers database. This effort is to carry out the requirements of Office of Federal Procurement Policy Letter (OFPP) Policy Letter 05-01 (Developing and Management the Acquisition). MA is coordinating with the Office of Human Resources to interface with the OPM's Enterprise Human Resources Integration (EHRI) using DOE's CHRIS in order to populate the Acquisition Career Management Information System (ACMIS). The ACMIS is envisioned to be the Federal database for Acquisition Career Managers. All procurement (1102's and 1105's) and the Program and Project Managers are to be loaded into the system by the end of July 2007.

MA encourages staff to seek opportunities, training, and details to broaden their understanding of Knowledge Management, and has been a leader in the Knowledge Management efforts. One example is the Office of the Executive Secretariat has implementing Electronic FOIA (EFOIA) requirements to allow public access to releasable documents via the Department's website. Another example is the Office of Procurement and Assistance Management Knowledge Sharing Council. As part of this effort, the ME-60 office developed a Knowledge Management Strategic Plan that states goals and objectives of the Knowledge Management Program.

The Office of MA, with MA-60 as the DOE lead office, is participating in the Integrated Acquisition Environment (PMA Lead Agency: General Services Administration) which supports a common, secure business environment that facilitates cost-effective acquisition of goods and services by agencies and interoperates with multiple E-Government initiatives while eliminating inefficiencies in the current acquisition environment. Integrated Acquisition Environment business areas are:

DOE signed a DOE-GSA MOU and an Interagency Agreement with \$3,133,476 associated funding on April 5, 2005 and April 8, 2005, respectively. DOE actively supports the development and deployment of these initiatives. MA has the program lead for this initiative.

Business Partner Network to deploy a single point of registration and validation of supplier data accessed by all agencies. DOE established connectivity to the Central Contractor Registration and modified its contracts to mandate that its contractors are registered as required by the recently-revised Federal Acquisition Regulation. Also, information in the Central Contractor Registration is being used as the single

authoritative source of information for reporting contracting actions to the Federal Procurement Data System - Next Generation. DOE has taken steps to become registered in the Federal Agency Registration and to use the CCR as the source of the EFT data when making payments.

Intra-Governmental Transactions to transform intra-governmental ordering and billing, reduce payment and collection problems, and enable swift and accurate revenue and expense elimination processes for preparing consolidated financial statements. Although this project was suspended in April 2004, DOE will develop processes for implementation when, and if, the project is resumed.

EMarketplace to create an online directory of Government-wide Acquisition Contracts and multi-agency contracts to simplify selection and facilitate leverage of government buying. DOE supports the Interagency Contracts Directory initiative through the identification and posting of information to the government-wide website. DOE continues to support the Federal business opportunities with 100% of its acquisition business opportunity announcements being posted via a machine-to-machine interface.

Acquisition Information Reporting to implement a central point for consolidated collection and access of statistical and management information related to government acquisitions. When deployment of the Electronic Subcontract Reporting System eSRS occurs, DOE's Subcontract Reporting System (SRS) will be decommissioned. The Department will have processes and guidance in place requiring the use of eSRS when it is implemented. Additionally, Guidance will be provided on how to use Federal Technical Data Solution (FedTeDs) at the time of implementation.

System-Next Generation (FPDS-NG) implementation. The Procurement and Assistance Data System (PADS) has been modified to no longer collect acquisition-related data. However, PADS is still used to collect financial assistance, i.e., grant, award data and has not been completely decommissioned as a result. Procedural guidance is in place addressing the timely submission of data directly to the FPDS-NG.

MA maintains intra-and internet portals and websites, providing acquisition / contract management, and program and project management tools and access to electronic copies of MA policies, procedures, and unclassified reports; an electronic storage and retrieval system, which contains MA correspondence in a searchable form, as well as access to technical documents and reports; and supports DOE-wide electronic systems designed to track findings identified in performing the MA mission.

MA office websites are widely used by programs and offices DOE-wide. Providing an effective means to the community MA serves and in an effort to reduce the skill gap, the website consists of important information including relevant communities of practice, policies, directives, tutorials, guidance including samples, and the Project Management Career Development Program (PMCDP), as well as links to MA systems including Project Assessment and Reporting (PARS), Facilities Information Management System (FIMS), and Condition Assessment Survey (CAS), among others. MA related memorandums from the Secretary and the Deputy Secretary

have been incorporated into the websites, as well as the Real Property Asset Management Plan, a key element of the President's Management Agenda. The MA office website's message boards continue to provide a means for individuals to communicate with others by posting or replying to messages.

For access to external resources, MA personnel are equipped with desk and lap top computers with Internet access capability. This allows access to information when in the office and when traveling. MA has developed an information architecture document to describe information technology features.

MA supports the Extended Common Integrated Technology Environment (eXCITE) program and participates on Integrated Management Navigation System (I-MANAGE) committees. The eXCITE program is designed to consolidate all aspects of common information technology (IT) systems and services in order to improve efficiency, increase IT purchasing power, and reduce overall IT expenditures. I-MANAGE is designed to use technology to meet the challenge for achieving greater management efficiencies.

MA has developed orientation and mentoring programs to help new employees more quickly contribute to their assigned group's performance and accomplishments. The orientation phase introduces new employees to the organization's day-to-day activities and physical surroundings; and provides an overview of DOE, their assigned organization, and other organizations they will typically interface with. The mentoring phase provides new employees with a more experienced coach over a period of a year to provide insights into the culture and rules of the organization, and enhance understanding of responsibilities and practices.

The orientation and mentoring programs help to perpetuate standards of performance and employee growth consistent with the strategic objectives of the assigned organization and MA. They also ensure institutional knowledge is maintained within the organization.

Succession Management

The MA HCM Workforce Plan (September 2006 – Appendix B) has identified a succession planning program and process considering the aging MA workforce and the need to prepare for the exodus of retirement-eligible executives and other employees described in the workforce demographics of this document. MA has conducted its own analysis of the workforce to determine what skills it thinks will need to be replenished as the mass departure occurs.

MA ensures continuity of leadership through succession planning / management efforts to ensure continuity of leadership and maintenance of critical skills. Succession planning has been implemented through strategic recruitment; individual development plans (IDP), and annual performance appraisal plans. Succession management can also be implemented through realignment, restructuring of position grades, filling vacancies with qualified junior or entry level candidates, training, task assignments and mentoring programs.

MA is continuously analyzing mission and priorities and has historically identified positions for competitive sourcing/A-76 analysis and to create positions in areas where skill gaps exist, and to provide succession opportunities. These positions represent either a surplus of skills or skills that are no longer required for MA to properly and efficiently meet its organizational objectives. Employees in these positions will be encouraged to take advantage of realignment opportunities within MA or other Departmental and Governmental organizations; buy-outs; and / or retirement options.

MA will consider the following:

Early retirement authority and buy-out authority as appropriate to provide separation options that are much more attractive to employees. These authorities could provide MA with the opportunity to selectively eliminate functions / skills no longer needed, reduce surplus of skills, reduce the number of higher graded employees, and hire entry-level employees with essential skills and abilities to meet the needs of the organization and Department.

Identify a pool of qualified mid to senior level individuals from MA who will be mentored to potentially grow into a Senior Executive Service (SES) position.

Rotational assignments to ensure senior staff members are assigned as team leaders for specific projects and to act on behalf of the Office Director. This could provide management and leadership experience for staff career development and provides managers with an opportunity to evaluate staff performance in a leadership role. MA also submits SES candidates for enrollment in the Candidate Development Program (CDP) and sends recently promoted SES personnel to available SES training courses.

MA has developed a human capital strategic goal to develop formal succession planning / management processes. Accomplishment of this goal, in conjunction with the accomplishment of a formal skills analysis, will ensure a uniform set of succession planning / management processes will be used throughout the organization. Implementation of succession planning / management will also ensure MA has a ready pool of qualified individuals to fill any of the Director positions that may become vacant due to retirement (see Workforce Profile from previous section).

Professional / Career Development

One of the key aspects of succession / management process is professional / career development. MA will ensure its efforts support the Department's efforts in development of critical competencies in the project management, contract management, and financial management subject areas. MA is the lead DOE office responsible for the development and delivery of the Department's Project Management Career Development Program (PMCDP) and the Acquisition Career Development Program.

Project and Program Management Career Development Programs

The President's Management Agenda specifically identifies acquisition (project and program, contract, procurement) management as vulnerable human capital risks at the DOE. The Department has over \$40 Billion in complex construction, nuclear, and scientific research projects in progress at any given time and an additional \$120 Billion of environmental clean-up and restoration work. These complex projects require seasoned skills in acquisition management and program and project management. Without proper project management training and development, taxpayer dollars will be wasted due to lack of ability and control.

The Department recognizes the criticality of successful project completion. Project management has, therefore, become a focal point for improvement efforts. Project management centers of excellence (e.g., project management offices), training programs, and organization change programs to improve project management practices are increasingly common parts of Departmental strategic plans to improve organizational effectiveness.

In 1998, DOE defined its acquisition workforce to include contract specialists, contracting officers, purchasing agents, financial assistance specialists, property managers, and project directors under the umbrella DOE Order 361.1, *Acquisition Career Development Program*, dated 11-10-99, establishing training and certification requirements for the acquisition workforce. In 2001, the effort to develop a formal training and certification program was initiated by the Deputy Secretary, consistent with recommendations from internal DOE reports, General Accounting Office (GAO) reports, and a 1999 National Research Council report.

As a result of the importance of projects to the Department, on January 17, 2001, the Deputy Secretary directed the Office of Engineering and Construction Management (OECM) to establish the PMCDP. This program has defined necessary DOE project management knowledge, skills, and abilities; DOE project management training requirements; a DOE career development tracking system; and a DOE project management certification program. The PMCDP module of DOE Order 361.1, *Acquisition Career Development Program*, dated June 13, 2003, establishes a well-defined career path for project directors, and includes certification, minimum training and continuing education (CE) requirements, and project responsibilities commensurate with clearly defined qualifications. The PMCDP is a component of the DOE acquisition workforce program.

Four certification levels have been established before employees in the program are delegated authority for projects with the following thresholds:

- Certification Level 4: Total Project Cost (TPC) exceeding \$400M
- Certification Level 3: TPC between \$ 100M and \$400M
- Certification Level 2: TPC between \$20M and \$100M
- Certification Level 1: TPC between \$5M and \$20M

Program Secretarial Officers and Field Element Managers are responsible for ensuring their Federal project directors are certified at the appropriate level before authority for projects is delegated to those individuals. Project management professionals are responsible for updating their Individual Development Plans (IDPs) with the assistance and counsel of their supervisor.

One of the ongoing challenges in the Department is the need to ensure that Program Managers are properly trained to manage multiple projects, sites, facilities, or information technology portfolios. With the institutionalization of the acquisition and project management career development programs, the Department is well on its way to seeing better managed projects and better oversight of contractors. The Office of Federal Procurement (OFPP) 05-01 and OFPP Policy Letter 06-01 designated requirements for the Federal Acquisition Workforce; and Secretary of Energy Memorandum of August 12, 2005, designate MA's Office of Engineering and Construction Management as the lead office to develop a Program Managers path that is an adjunct to the PMCDP.

The Department must make efforts to institutionalize the professional / career development programs through secured funding so that more employees may participate or, if unable to secure funding, find more creative strategies for developing the future leaders.

Acquisition Career Development Program

Executive Order 12931, "Federal Procurement Reform," underscores the Administration's approach to acquisition management and requires agencies to establish career education programs for procurement professionals. MA implemented this in 1998 through promulgation of DOE Order 361.1, *Acquisition Career Development Program*, which establishes the DOE Acquisition Career Development Program for the acquisition workforce; thereby establishing the common foundation of knowledge, tools, and capabilities necessary to fulfill the needs and expectations of the DOE community for a highly skilled acquisition workforce. The following modules are included in the DOE Order 361.1, *Acquisition Career Development Program*:

- Contracting and purchasing career development program module;
- Personal property management career development program module;
- Financial assistance career development program module;
- Project management career development program module (as described above);
- Contracting officer/contracting officer's representative training requirements; and
- Continuous learning/continuing education guidance

The DOE Order 361.1, *Acquisition Career Development Program*, is under revision to include the Department's Program Managers' Career Development Curriculum.

The Acquisition Career Development Program, with its focus on both initial training and certification and continuous learning, has been recognized by the Government Accountability Office as one of the premier programs among the civilian agencies. In addition to providing a rigorous professional development program for the functional areas, the program also ensures knowledge currency by requiring 80 hours of continuous learning every two years.

Diversity

MA strives to attract and retain the best employees from all walks of life. MA embraces the concept of diversity and Equal Employment Opportunity (EEO), and utilizes those concepts to meet the professional aspirations of our employees and applicants for employment, and

integrates them into the everyday culture of the MA organization. Applicants and employees are not subjected to prohibited discrimination in any aspect of employment, including but not limited to recruitment, hiring, merit promotion, transfer, reassignment, training, career development, benefits, and separation.

MA is responsive to the needs of diverse groups through a policy that promotes a staff that is diverse in ethnic, cultural, and social backgrounds and views diversity as one of its greatest strengths. The MA diversity policy embraces zero tolerance for any form of discrimination, harassment, or exclusionary practice and promotes a work-environment in which employees at all levels are able to resolve conflicts informally. MA diversity policy involves fostering an environment that promotes inclusion, equity, and respect, and enhances the potential and contribution of all employees. Studies have shown that diverse groups of people, working together, solve problems more quickly, more efficiently, and at lower cost than non-diverse groups. MA is committed to fostering a culture of inclusion and respect that value, embraces, and promotes diversity.

MA is developing a workforce diversity management program that consists of DOE's Policy on Diversity, emphasis on hiring minorities and women, promotion of minorities and women, training employees on diversity awareness, reporting on diversity accomplishments, an outreach program, and evaluating managers on their ability to promote, develop, apply, and evaluate approaches to achieving and maintaining workforce diversity within their organization.

All MA personnel are required to take the DOE-wide sexual harassment, diversity awareness, and ethics training to ensure employees understand the meaning of the policy. MA will seek as required independent advice and assistance to MA management and staff on diversity-related plans, policies, and activities.

MA will maintain a focus on leadership and diversity to guarantee that organization elements plan for continuity of leadership with a cadre of leaders who effectively champion change, ethical behavior, and diversity management. MA is committed to ensure that its leaders are highly skilled, well qualified, and to ensure that MA employees embody the face of America across all skills and grades.

The workforce analysis indicates that ethnic minority groups are underrepresented within the MA workforce. The data also indicates that, although females comprise 44% of the MA workforce, females and ethnic minorities are underrepresented in senior executive positions within MA. Although MA does not have control over the availability of qualified females and ethnic minority candidates, it does have some control over the resources allocated and methods used to identify and attract new candidates to include female and ethnic minorities for employment within MA and leadership building roles.

MA has developed a human capital strategic goal, included in this plan, with the purpose of increasing efforts towards identifying and attracting qualified females and ethnic minorities to MA and providing career enhancing / leadership building roles for females and ethnic minority employees. This will be accomplished by utilizing DOE corporate outreach programs and other Government and non-Government recruiting programs. In addition, succession planning /

management programs will include the identification and development of female and ethnic minority employees.

Accomplishment will be measured by completing the identified performance goals as well as actual increases in percentages of female and ethnic minority representation.

Plan Evaluation

The MA Human Capital Management (HCM) Workforce plan will be reviewed, as a minimum, on a quarterly basis by tracking action plan successes against milestones and on an annual basis to determine alignment with Governmental, Departmental, and organizational goals and strategies. Amendments to the plan will be made as necessary.

5.0 MA INPUT TO THE DOE HUMAN CAPITAL MANAGEMENT (HCM) SCORECARD FOR THE PRESIDENT’S MANAGEMENT AGENDA

Table 5–1. PMA Scorecard for Fourth Quarter FY 2006

DOE Q4 Requirements for HCM Plan	Q4 Score	MA FY 2006, Q4 Comments
<p>Integrate HCM Plan into decision-making processes Plan linked to DOE mission, strategy, and goals Designates accountable officials</p>		<p>MA has established a HCM Workforce Plan to drive its human capital strategy and decision making processes relative to Human Capital Management. The Director, Office of Management, is the accountable official. Quarterly meetings with management officials will keep the HCM plan firmly at the forefront of decision making.</p>
<p>Demonstrate improvement in meeting hiring-time goals Auditable system for collecting & analyzing hiring data Provide updates, including data on the MA portion of the 30-day SES standard</p>		<p>The hiring time goal set by the Office of Personnel Management (OPM) is 45 workdays for General Schedule (GS) positions and 90 days for submission of cases to the OMB Qualifications Review Board (QRB) for Senior Executive Service (SES) positions. MA is committed to working with HR to meet the hiring time goal for human capital.</p>
<p>Significantly reduce skills gaps in mission-critical occupations Identify mission-critical skills, needs, number available, and gaps Address certification needs by level for project managers, contract, and information technology managers Develop strategies to create workplace that attracts talent Integrate the results of competitive sourcing/A-76 and E-Gov Provide appropriate updates</p>		<p>The MA analysis has been updated for filling mission critical occupations and skill levels. A staffing plan was developed, and plans are being prepared now addressing mission critical skill needs. Fifteen mission critical skill areas have goals set for FY 2007, with all of them on schedule to be filled during FY 2007.</p> <p>MA support to close the skills gap for project managers and procurement managers: Project Managers - The PMCDP is proceeding to certify Federal Project Directors for mission critical project management skills for the DOE. Procurement Managers - The Acquisition Career Development Program is proceeding to certify mission critical contract management skills for the DOE.</p>

Table 5–1. PMA Scorecard for Fourth Quarter FY 2006 (continued)

Q4 Requirements for HCM Plan	Q4 Score	FY 2006, Q4 Comments
<p>Implement succession strategies</p> <ul style="list-style-type: none"> • Include executive development programs • Result in leadership talent pool, continuously updated to • Assure continuity of leadership and knowledge • Provide appropriate updates 		<p>Data on Bench Strengths and Skills Gap was collected from the individual MA offices in second quarter. To date, office directors are considering varied succession planning and leadership development programs, such as appropriate crosscutting assignments and details, attendance at executive leadership courses – such as the Federal Executive Institute, training and skills gap analyses, broad usage of Individual Development Plans, on-the-job training, mentoring, and will participate in the leadership transition programs. In addition, office directors expressed serious interest in establishing intern programs or summer intern program participation, depending on funds availability.</p> <p>A formal MA Succession Plan is developed for MA and succession planning activities are included in the MA HCM Workforce Plan. The skills gap included not only DOE mission critical skill gap analysis, but also assessed those MA office specific skills for accomplishing their missions. MA is committed to allocating resources to implementing the MA Workforce Plan within current budget constraints, and to provide personal time and energy to succession planning/leadership development.</p>
<p>Link Knowledge Management effort to DOE portal</p> <ul style="list-style-type: none"> • Specifically address steps being taken to establish linkage to the DOE portal 		<p>MA continues to work to establish linkage with DOE portal. MA has established Communities of Practice (CoP) on its Office Directors’ websites for placement on the DOE Knowledge Management Portal. These include:</p> <ul style="list-style-type: none"> • MA-40 Community • A-76 Program • Small Business Contracting • Personal Property • FPDS-NG Data Systems • E-Commerce <p>In its reorganization, MA is focused on multiple E-Gov initiatives outlined Section 4.2 in the MA HCM Workforce Plan.</p>

Table 5–1. PMA Scorecard for Fourth Quarter FY 2006 (continued)

Q4 Requirements for HCM Plan	Q4 Score	FY 2006, Q4 Comments
<p>Implement strategies to address under representation of minorities</p> <ul style="list-style-type: none"> • Particularly in mission-critical occupations & leadership • Establish processes to improve and sustain diversity • Provide appropriate updates 		<p>MA identified its mission critical occupations positions in its MA HCM Workforce Plan. Improving and sustaining diversity is a core value. Diversity statistics MA-wide have been compiled and are being compared to the Civilian Labor Force to determine under-representation. These will be shared with the MA direct reports so they can begin to address areas of under-representation as they fill vacancies. MA will work closely with the Office of Human Capital Management in identifying diversity strategies and working to ensure that minorities and women have increased opportunities to apply for vacancies.</p>
<p>Analyze & optimize organizational structures for service and cost</p> <ul style="list-style-type: none"> • Use redeployment and de-layering as necessary • Integrate competitive sourcing/A-76 and E-Gov solutions • Put processes in place to address future needs for change • Provide appropriate updates 		<p>MA was recently established in October of 2005, as a part of the restructuring under by the Office of the Secretary. The restructuring was designed to strengthen customer satisfaction, improve stewardship of resources and asserts, institutionalize best business practices, and enhance the results oriented, high performance workforce. An A-76 MA study has been implemented and resulting impact on efficiencies, effectiveness, and costs will be assessed.</p> <p>MA has just recently reorganized its MA-50 Office of Engineering and Construction Management and its MA-60 Office of Procurement & Assistance Management for de-layering and to achieve greater efficiencies.</p> <p>MA is a significant player in the Department’s E-Gov initiatives. The include EHRI, IAE, Acquisition Career Managers database (ACMIS), Project and Contract management certifications database.</p>

Q4 Requirements for HCM Plan	Q4 Score	FY 2006, Q4 Comments
<p>Link performance appraisal plans and awards to DOE mission and goals for SES, managers, and more than 60% of workforce</p> <ul style="list-style-type: none"> • Differentiate between various levels of performance • Provide consequences based on performance • Provide appropriate updates 		<p>MA is committed to ensure its Human Capital Management performance plans for MA SES/EJ/EK, managers, supervisors, and employee’s link to MA mission and budgets. During interim reviews conducted by MA offices, SES and supervisory GS-15 employees are rated based on their level of performance in mission critical areas identified in the performance plans. In addition, year end performance ratings reflect performance in mission critical areas. The Director of MA has expressed her plans to differentiate between various levels of performance related to accomplishment of mission and goals, providing meaningful performance awards to SES and managerial employees. FY 2007 Performance bonuses will be used to reward achievement of strategic goals and objectives.</p>
<p>Use outcome measures to make HC decisions Link HCM Plan to Program Plan(s) and FY07 Budget</p>		<p>MA’s Office Directors have budgeted for staff training. MA will pursue no-cost & low-cost means of achieving results through maximum use of self developed/provided training, or on-line training. The Director of MA will require prioritization of all budgets to meet the needed training and development.</p>

5.1 Integrate HCM Plan into Decision-making Processes

MA budget and management decisions are based on whether an office programs are delivering services promised in an efficient and effective manner. All work and every dollar spent support DOE’s overall mission. With access to accurate, useful, and integrated data, MA managers can efficiently make major decisions regarding programs and projects that benefit American taxpayers.

MA will use the HCM Scorecard system in establishing human capital strategic goals in the MA HCM Workforce Plan and integrate human capital planning decision-making and budgets. MA is establishing human capital management milestones in the MA HCM Workforce Plan and will establish budget goals in the MA budget. This process will move MA toward the optimization of its use of human capital and budget in carrying out the mission. MA will not only integrate its human capital management plan into mission and goal decision-making but also use the HCM Scorecard system to drive integrated decisions and human capital budgets

To maintain a focus on the integration of the MA HCM Workforce Plan with management decisions, the leader for MA HCM Workforce Plan will meet quarterly with the Director of MA to review the progress on meeting the human capital strategic goals.

5.2 Reduce Skills Gaps in Mission-Critical Occupations

MA's goal is to reduce gaps in highly specialized skills and to achieve 100 percent certification of its project managers, contract managers, and financial managers. MA uses several management tools for reducing identified skills gaps in specialized technical occupations including recruitment for new hires, redeployment of existing skills sets, employee training and development, matrix management, E-Gov initiatives, and competitive sourcing/A-76.

MA recruits needed skills into the organization to fill identified gaps and replace skills lost due to retirement and other attrition. MA will redeploy skills from within the organization from lower-priority programs to higher-priority programs when priorities shift or recruitment proves difficult. MA will use matrix management to detail employees to high-priority, high-visibility mission-critical but short-term assignments.

As part of its workforce planning efforts, MA completed a skills assessment. The results shown in Table 5-2 below have been submitted to the Office of Human Capital Management.

MA conducted a review of the existing and projected mission critical needs and positions having these skills. Management determined skills gaps and strategies to ensure that training for existing staff and appropriate actions for new hires to meet its needs immediately through FY 2007. MA is committed to certifying its mission critical positions including its project managers, contract managers, and financial managers.

MA Support of Departmental Mission Critical Skills Gaps

Project and Program Management: MA provides leadership in assisting the Department in closing the mission critical gaps on acquisition management for the program managers. MA's Office of Engineering and Construction Management (OECM) is the lead organization in the Department for project manager certifications (as Federal Project Directors) through the Project Management Career Development Program (PMCDP) Certification Review Board. More than 189 Federal Project Directors have been certified under the PMCDP, with approximately 43 certifications in FY 2004 and 68 certifications in FY 2005. Course participation needs have increased 126% (1770 seats), with approximately 1400 seats delivered in 2005 and 3170 seats in demand for 2006. The PMCDP is funded by the Working Capital Funds with funds collected through program office proportional subscriptions based on projected needs.

Table 5–2. Skills Gaps Analysis (FY 2007)

Critical Skill by Series	Projected Number of Positions Needing this Skill thru 3QFY07 (d)	Current No.Positions Having this Skill thru 4QFY06, less expected attrition thru 3QFY07 (e)	Identified Gap thru 3QFY07 (d-e)	FY2007 Gap Closure Goal			
				1st Qtr	2nd Qtr	3rd Qtr	
				(coincides with PTB IV)			
Project Management							
Level 1			-				
Level 2			-				
Level 3			-				
Level 4							
Contract Management*							
Level 1 - 1102's **	2	1	1			1	
Level 2 - 1102's ** & ***	8	8	-				
Level 3 - 1102's ** & ****	67	61	6	2	2	2	
Level 3 - 301's	1	1	-				
Financial Assistance - 1102*							
			-				
IT Project Management							
Level 1			-				
Level 2							
Level 3							
Technical Qualifications Program							
Other Critical Skills							
MA20	Competitive Sourcing and FAIR Act Program & Policy ****	3	1	2		1	
MA30	Aviation Policy	1	1	-			
MA30	Aviation Safety Program and Accident Investigation	2	2	-			
MA30	Auditing	1	1	-			
MA40	Project Support *****	9	9	-			
MA40	Engineering	3	2	1		1	
MA50	Acquisition Management	12	9	3	2	1	
MA50	Professional Development Program	5	5	-			
MA50	Real Estate	2	2	-			
MA50	Real Property Management ****	5	4	1		1	
MA60	Personal Property Management Lvl III ****	3	2	1		1	
MA60	Pensions Benefits Specialists/Actuaries ****	5	3	2		2	
MA70	FOIA ****	1	0	1		1	
TOTALS (from above 15 mission critical areas)		130	112	18	4	6	8
<p>* 29 of the 77 Contract Management 1102's are also Financial Assistance 1102's, subset of Contract Management 1102's. ** New Initiatives in logistics management, supply chain management, & strategic sourcing in FY 2007 cause additional skill gaps which are not shown in the above table and are not planned to be closed by current budgets levels due to no funding to support the requirement: 2 at Level I; 3 at Level II; 8 at Level III Contract Management *** Contract management Level 2 positions increased from 7 at 3QFY06 to 8 at 4QFY06 due to new mission for Strategic Sourcing/Logistics Management **** 11 Planned retirements through 3QFY 07 (5 Contract Management Level 3-1102's, 2 Competitive Sourcing, 1 Real Property Management, 2 Pensions Benefits, 1 FOIA) ***** MA-40 Project Support positions reduced from 11 in 3QFY06 to 9 at 4QFY06 as one person retired because of A-76 actions and another position was a functional transfer.</p>							

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APPENDIX A MA OFFICES, MISSIONS AND FUNCTIONS

OFFICE OF MANAGEMENT (MA)

MISSION

Assure the effective management and integrity of Department of Energy programs, activities, and resources by developing and implementing Department-wide policies and systems in the areas of aviation management, competitive sourcing/A-76, acquisition management, administrative services, and project management. Provide a safe and environmentally secure environment for all HQ employees through the deployment of a disciplined Occupant Emergency Plan

FUNCTIONS

- Develop, maintain and implement policies, procedures and standards to improve the way the Department manages projects. Support the planning and budget process for engineering, construction and environmental projects.
- Develop, coordinate, and implement Department-wide policies, procedures, standards, and systems for all procurement, financial assistance, property, facilities and asset management, contractor human resource management, and work-for-others programs. Provide acquisition and financial assistance services to Headquarters program and staff offices, as well as the National Nuclear Security Administration under a special Memorandum of Agreement.
- Serve as the Secretary's Designated Official for Headquarters Emergency Response.
- Prepare and maintain Occupant Emergency Plans for all Headquarters facilities.
- Provide recommendations to the Secretary of Energy for the safe, efficient, and reliable management of aircraft use by DOE. Provide for the final approval for the acquisition and disposal of DOE aviation assets.
- Manage the A-76 Program for the Department.
- Provide administrative support services for the Office of the Secretary and other Departmental Elements. For Headquarters, this includes budgeting and maintenance of fund control systems such as the Working Capital Fund.
- Provide the central repository for all official documents of the Office of the Secretary, provide institutional memory for key Departmental actions and decisions, provide advisory committee management support, manage Freedom of Information Action and Privacy Act activities, serve as the Department's Federal Preservation Officer, and manage correspondence addressed to or sent from the Office of the Secretary.
- Manage the Departmental directives management and delegation of authority systems.

OFFICE OF COMPETITIVE SOURCING/A-76 (MA-20)

MISSION

Manages the Department's implementation of the Administration's Competitive Sourcing/A-76 Initiative.

FUNCTIONS

- Manages the Competitive Sourcing/A-76 Initiative for the Department to include:
 - Serves as the Secretariat to the Competitive Sourcing Executive Steering Group, and
 - Overall guidance on policies and procedures and day-to-day management of the initiative.
- Manages the implementation of OMB Circular A-76 within the Department, including the provision of policy and procedural guidance and the adjudication of appeals.
- Creates and maintains the FAIR Act Inventory of DOE positions, including the continuous improvement of such inventory to permit its use in planning and executing human capital initiatives.
- Acts as the central point of contact with OMB, other outside organizations, and Departmental Elements for matters relating to competitive sourcing/A-76.

OFFICE OF AVIATION MANAGEMENT (MA-30)

MISSION

To provide safe, efficient and reliable aviation services in support of Department of Energy missions. The Office of Aviation Management will establish aviation policy and ensure that Departmental organizations and DOE aviation staff achieve maximum operational and administrative flexibility while ensuring that aviation operations are conducted efficiently, effectively, securely and safely. The office serves as the focal point for DOE contact with other federal agencies and other external organizations on aviation-related matters.

FUNCTIONS

- Provides recommendations to the Secretary of Energy for the safe, efficient, and reliable management of aircraft use by DOE. The Director of the Office is designated the DOE Senior Aviation Management Official (SAMO), who should chair an Aviation Board of Directors.
- Provides for the final approval for the acquisition and disposal of DOE aviation assets.
- Develops and implements policies, systems and practices to maintain the highest standards of aviation safety, health airworthiness and implements procedures and practices that provide for the highest professional standards of aircraft safety, operations, and airworthiness. Serves as the focal point for gathering and disseminating DOE aviation use and cost data, reports, customer feedback, and accident prevention information.
- In collaboration with the DOE program offices and field activities, defines the aviation mission requirements and approves the selections, based on Office of Management and Budget (OMB) Circular A-76 studies, of the type aviation asset or service required to carry out the respective aviation missions. Reviews, in collaboration with cognizant DOE offices, the use of aviation assets to ensure the safe and efficient management of the Departments aviation services and resources.
- In collaboration with the DOE program offices and field activities, conducts studies, audits, assessments, and reviews of program elements and activities to achieve continual improvement. Responsible for strategic planning aspects of the Departments aviation activities.
- In collaboration with appropriate DOE organizations, assists in development of aviation contract Requests for Proposals, Statements of Work, and other aviation related procurement documents to ensure the Department's aviation program is efficient, secure, safe, and best value to the public.

- Establishes aviation technical, management, safety and financial agreements, as required, with DOE PMAs, program offices, and field organizations to provide technical support and assistance to the field in order to assure reliable and safe operations of fleet and chartered aircraft. Assists DOE offices, travelers and shippers with acquisition of necessary charter aerial transportation.
- Reviews and approves Aviation Implementation Plans (AIP) that specifies local management and safety requirements for the use of aircraft.
- Serves as a central clearinghouse for charter and contract aviation services by maintaining a list of approved charter and contract aviation services by maintaining a list of approved charter and contract aviation providers. Conducts and facilitates aviation compliance and safety audits of aviation service providers to the Department.
- Serves as a focal point for reporting of charter and contract aviation cost and utilization data. Ensures charter and contract aircraft operations are conducted safely and in accordance with DOE policy, regulations, and cognizant approved AIPs to assure safety, legality, economy, appropriate justification and reporting.
- In collaboration with the EH Office of Oversight, supports and/or conducts aircraft accident investigations for the Department by providing the necessary technical, managerial and safety assistance. May also be selected as an Aircraft Accident Investigation Board (AIB) chairman, board member or team member.
- Provides external interface and liaison on aviation-related issues with the Federal Aviation Administration, the National Transportation Safety Board, the Office of Management and Budget, the General Services Administration, the Interagency Committee for Aviation Policy, and other Federal agencies and industry.
- Develops and recommends DOE's position on proposed legislation and related Federal regulations regarding aviation and works with the Assistant secretary for Congressional and Intergovernmental Affairs to affect legislation.

OFFICE OF ADMINISTRATION (MA-40)

MISSION

Provides support to Headquarters activities, and direction and oversight to Departmental activities for mail, printing, graphics, distribution, library services, and key corporate management communication and promulgation systems. Provides administrative support to Headquarters activities for property, transportation, and facilities. Provides a safe and environmentally secure environment for all HQ employees through the deployment of a disciplined Occupant Emergency Plan. The Director of the organization serves as the Secretary's Designated Official for HQ Emergency Response. This mission is achieved functionally under the executive direction of the Director of Administration and through the following offices:

- Headquarters Safety, Health and Security
- Administrative Management and Support
- Logistics and Facility Operations
- Information Resources

HEADQUARTERS SAFETY, HEALTH AND SECURITY (MA-41)

MISSION

To support the Office of the Director in the formulation and execution of DOE-wide safety and occupational health policies for DOE's employees and contractors; and, participates in the formulation and implementation of the DOE Federal Employee Occupational Safety and Health (FEOSH) program, the Office of Management (MA) Continuity of Operations Plan (COOP) and the Occupant Emergency Plan (OEP) for all DOE Headquarters facilities.

FUNCTIONS

- Provides the DOE Headquarters with oversight health and safety analysis regarding building and environment safety risk hazards.
- Develops and applies methods, techniques and abatement actions to eliminate or otherwise control risks to the DOE Headquarter work environment including, but not limited to, noise, asbestos, electrical, safety, indoor air quality, environmental and ergonomic issues.
- Manages the formulation of directives, prevention and control of accidents, fire protection, and promotion of safety education and implementation of an accident reporting system, including selective incident analysis.
- Conducts safety, health, and environment inspections of the Headquarters facilities and activities.
- Responsible for updating and keeping current all aspects of the MA COOP and the Headquarters' OEP.
- Plans and conducts safety education and training activities, with a special emphasis on hazards relating to office and administrative activities and operations.
- Develop goals and objectives, prepares policies, procedures and guidelines for training curriculum.

ADMINISTRATIVE MANAGEMENT AND SUPPORT (MA-42)

MISSION

To develop and implement Department-wide guidance for mail management; to conduct program evaluations of Headquarters and field mail operations; to provide, to DOE Headquarters, the most effective and efficient support with regard to duplicating and distribution services; and to provide oversight for information technology systems and serve as a liaison to the Office of the Chief Information Officer for the Office of Administration. The office maintains significant involvement in the Department's efforts to identify and implement electronic information exchange standards, and, in particular, those which enable us to capture, manipulate and disseminate information in a multi-media approach. This office also provides analyses for a variety of technological functions utilized by the organization including its website and other specialized systems.

FUNCTIONS

- Provide secondary distribution services of printed administrative documents.
- Participate in the development and execution of graphics policies, procedures and standards.
- Provide or administer contracts for design, composition, graphics, photographic and visual cataloging services for Headquarters organization.
- Plans and develops systems to provide effective and efficient information delivery, Headquarters-wide.
- Provide shuttle bus service between Headquarters buildings.
- Provide bus service for Headquarters special activities.
- Provide Headquarters with classified waste custodial services.
- Maintain and operate both a classified and unclassified courier service.
- Maintain and operate both a classified and unclassified messenger service.
- Develop and oversee the implementation of Department-wide mail.
- Conduct program evaluation of Headquarters and field mail management operations.
- Oversee the implementation of Headquarters' policies, procedures and guidelines for mail.
- Conduct Headquarters mail operations.

- Provide and administer contracts for mail center operations and management.
- Provide document imaging services.
- Provide logistical support for HQ special events and manage multi-purpose conference rooms at FORS and GTN.

LOGISTICS AND FACILITY OPERATIONS (MA-43)

MISSION

To develop and execute policies and standards for Headquarters space, facilities and engineering management; provide professional engineering and building operations advice and counsel; administer contracts to support engineering and facilities management; administer space assignment, alteration, utilization and disposition program; conduct value engineering analyses; manage in conjunction with the Energy Efficiency and Renewable Energy organization, the Headquarters energy conservation program and support the emergency preparedness program; formulate, as well as administer, manage occupational safety and health policies and programs for Headquarters; procure, warehouse and issue administrative supplies, materials and equipment purchased from or through the General Services Administration (GSA), the Government Printing Office, or the private sector; secure the repair or rehabilitation of personal property; provides moving services; implements and set policies concerning property management for DOE; formulate and implement building parking policies and procedures as well as administer the parking program; develop and implement Department-wide guidance for printing; to conduct program evaluations of Headquarters and field printing operations; to provide, to DOE Headquarters, the most effective and efficient support with regard to printing and copier placement; to serve as the primary organizational unit within Headquarters providing liaison to the GSA for logistical support operations.

FUNCTIONS

- Operate, maintain, and enhance the Forrestal and Germantown buildings and grounds.
- Formulate and implement Forrestal and Germantown building preventative maintenance program and cleaning program.
- Effect recurring and emergency repairs to various Headquarters building mechanical and electrical systems.
- Conduct quality control inspections of repairs to building systems.
- Provide office services such as hanging signage, pictures, bulletin boards, and door keys/locks, etc.
- Administer contracts to support building operations and facilities management.
- Conduct value engineering and analyses.
- Manage the energy efficiency program.
- Support the Headquarters emergency preparedness program.
- Provide for and manage building tenant alterations.

- Direct and prepare architectural and engineering designs (drawings and specifications).
- Formulate and implement space management policies as well as administer space acquisition, alterations, assignment, utilization and disposition programs.
- Develop and implement Headquarters' policies, procedures, and guidelines concerning property, supply services, shipping and receiving and support contract administration.
- Manage day-to-day operations for supply through storage and issuance; exchange sale; acquisition of office furniture and furnishings; acquisition of office machines; redistribution, repair or rehabilitation; servicing of office machines; equipment pools; supply/property management surveys; disposal and inventory management.
- Direct the warehousing of administrative supplies, materials and equipment.
- Conduct annual physical inventories of capital equipment for DOE Headquarters.
- Act as the organizational Property Management Officer for DOE Headquarters.
- Act as the Accountable Property Officer for DOE Headquarters.
- Administer contracts supporting logistical programs for DOE Headquarters.
- Maintain property and records and other programs and activities of the type administered by GSA, except procurement and contract matters contained in Title 41 Code of Federal Regulations (CFR), chapter 101, Federal Property Management Regulations, Federal Property and Administrative Services Act of 1949, and all other applicable regulations of DOE Headquarters.
- Administer carpet services such as: purchasing, installing, and cleaning.
- Participate in the development and execution of printing operations, policies, procedures and standards.
- Act as liaison for the Department with the Government Printing Office and Regional Printing Procurement Offices.
- Administer Government Printing Office's contracts for printing and binding services; contract for copying and primary distribution of printed material originated by Headquarters' organizations or from other Government organizations; and administer blanket purchase agreements for copier placement and maintenance and publication design services.
- Review and evaluate the performance of the Headquarters' reproduction, copier placement and distribution operations
- Provide and administer contracts for copier services and copy center management for

Headquarters.

- Serve as the travel coordinator for the Office of Administration. Provide necessary guidance and direction to assure that travel is conducted in accordance with DOE and Federal travel regulations.
- DOE-wide responsibility for processing, accounting for and issuance of all passports and foreign visas. Maintain all documents on file.
- Serve as Contracting Officer's Technical Representative, providing oversight and operational responsibilities for two travel management centers (TMC) located at Headquarters.
- Maintain an alternate fuel vehicle program for GSA and commercially leased motor vehicles.
- Provide chauffeur service for high-ranking DOE officials.
- Provide chauffeur service to the Deputy and Under Secretaries, as necessary.
- Maintain and operate the Headquarters motor vehicle fleet.
- DOE-wide responsibility for all Permanent Change of Station (PCS), authorizations, counseling, processing, policy guidance and shipment of all household goods and personal effects.
- Provide processing of all Headquarters travel authorizations for PCS.
- Interpret and counsel customers on the Federal Travel Regulations, DOE policies, and procedures.

INFORMATION RESOURCES (MA-44)

MISSION

Manage the Department's Directives System, the primary departmental system for establishing, promulgating and maintaining long-term, crosscutting, departmental policies and procedures. Management includes the establishment of directives system policies, procedures, and offering guidance to offices creating or revising directives, specifically:

- Disseminating information, promoting consistency and standardization across DOE elements, articulating roles and responsibilities, and holding parties accountable for their actions.
- Providing advice and guidance on the directives development process.
- Maintaining web-based archive of DOE corporate policies, orders, notices, manuals, and guides.

FUNCTIONS

- Provide technical support for DOE's Review and Comment System (REVCOM) for inter-office staffing of draft directives. REVCOM is hosted on an interactive web site that allows users to make comments on-line, expedite issue resolution process, and further eliminate paper and electronic attachments of drafts.
- Provide technical support for DOE's web-based Directives publishing system, Exploit. Directives are published on-line in an easily accessible format for ease of use by DOE employees and DOE contractors. This web site also has many links, established through portals software, that permit directives-related research of OMB, GAO, Code of Federal Regulations and similar sites for applicable materials.
- Support the Department's Secretarial Delegations of Authority system by providing services for publishing, tracking, and maintaining official Secretarial delegations of authority. (The Office of General Counsel provides advice and coordination on creation and revisions of Departmental Delegations.)
- Provide acquisition, subscription, translation, and document delivery services for Headquarters.
- Provide information retrieval services including reference, research, current awareness, online literature searching, circulation and interlibrary loan.
- Oversee the operation and administration of library contracts and operations for Headquarters.
- Plan and initiate programs for enhanced sharing of information resources, DOE-wide.
- Provide information retrieval services including reference, research, current awareness, online literature searching, circulation and interlibrary loan.

- Oversee the operation and administration of library contracts and operations for Headquarters.
- Plan and initiate programs for enhanced sharing of information resources, DOE-wide.
- Plan and develop systems to provide effective and efficient information delivery, Headquarters-wide.

OFFICE OF ENGINEERING AND CONSTRUCTION MANAGEMENT (MA-50)

MISSION

Increase accountability and improve performance within the Department's project, program, and real property management systems. Provide corporate oversight, managerial leadership and assist in developmental support for Departmental project, program, and real property asset managers.

FUNCTIONS

Facilities & Infrastructure Team

- Act as the Department's Senior Real Property Officer (SRPO) on all matters pertaining to real property acquisition, sustainment, recapitalization and disposal.
- Develop, publish and maintain DOE Policy 580.1, *Management Policy for Planning, Programming, Budgeting, Operations, Maintenance and Disposal of Real Property*, dated 5-20-02, its implementation, guidance and interpretation.
- Develop, publish and maintain DOE Order 430.1B, *Real Property Asset Management*, dated 9-24-03, its implementation, guidance and interpretation.
- Responsible for meeting the real property asset program requirements outlined in the President's Management Agenda (PMA) scorecard.
- Maintain and update key real property management documents such as the DOE Asset Management Plan, Ten Year Site Planning Guidance, Three Year Rolling Timeline, etc.
- Maintain and manage the Facilities Information Management System (FIMS) the Department's repository of real property data.
- Prepare the annual Congressional real property disposition report and maintenance performance report.
- Track maintenance performance during the execution year and report to Head of Management and/or Deputy Secretary through the Combined Quarterly Performance Report and Quarterly Maintenance Report.
- Maintain an inventory of excess and disposed real property to track compliance with the Congressional "One to One" standard.
- Prepare and submit the consolidated Integrated Facility and Infrastructure (IFI) -Crosscut budget document.
- Prepare training classes and provide training and facilitation of course material related to real property management.

Professional Development and Resource Management Team

- Direct and manage the Project Management Career Development Program (PMCDP)
- Direct and manage DOE federal project director certifications (non-IT)
- Develop the Program Managers' Career Development Curriculum (PMCDC) as an adjunct to the PMCDP and related participation on inter-agency working groups.
- Develop, update, and management oversight for the MA Human Capital Management (HCM) Workforce Plan and related quarterly reporting for skills gaps and bench strengths.
- Plan the OECM budget, tracking expenditures, prepare budget briefing materials, and project future year budget requirements.
- Serve as resources manager for OECM staff and contracting officers' representative on various OECM contracts.
- OECM coordinator for Freedom of Information Act (FOIA), General Accounting Office (GAO), Inspector General (IG), Departmental Audit Report Tracking System (DARTS), Federal Managers Financial Integrity Act, DOE directives, and quality assurance

Project Assessment Team

- Develop, publish and maintain DOE Policy 413.2, *Value Engineering*, dated 1-7-04, its implementation, guidance and interpretation.
- Provide assessment of the health of DOE's ongoing projects, providing recommendations to the Director, Office of Management, and through his/her office to the Deputy Secretary, the Undersecretaries, and the Program Secretarial Offices (PSOs), as appropriate.
- Develops requirements for and executes External Independent Reviews. Based on the results of the External Independent Reviews (EIRs) and corrective actions validate the project performance baselines.
- Participate in Energy Systems Acquisition Advisory Board (ESAAB) meetings and Project Advisory Board meetings.
- Serve as the ESAAB Secretariat.
- Provides recommendation to the approving official to approve or to non-concur on the project Acquisition Strategies for Major System Projects; utilizes independent reviews as appropriate for such assessments.
- Reviews acquisition plans for M&O acquisitions and programmatic acquisitions.

- Review the project data sheets in the corporate, OMB, and Congressional budget submissions for compliance with DOE Order 413.3A.
- Provides review comments for project reprogramming requests.
- Represent DOE at the staff level to various project management stakeholders and counterparts. Specifically, OMB, Federal Facilities Council and its various project management committees, and professional societies, such as the Construction Industry Institute and Project Management Institute.

Project Management Systems Team

- Develop, publish and maintain DOE Policy 413.1, *Program and Project Management Policy for the Planning, Programming, Budgeting, and Acquisition of Capital Assets*, dated 10-13-00, its implementation, guidance and interpretation.
- Develop, publish and maintain DOE Order 413.3A, *Program and Project Management for the Acquisition of Capital Assets*, its implementation, guidance and interpretation.
- Develop, publish and maintain DOE Manual 413.3-1, *Project Management for the Acquisition of Capital Assets*, its implementation, guidance and interpretation.
- Responsible for the Assessment and Certification of Earned Value Management Systems (EVMS) for DOE projects greater than or equal to \$50M.
- Develop, maintain and operate the Project Assessment and Reporting System (PARS)
- CFO Liaison on Project Management issues.
- Plan and coordinate the Annual DOE Project Management Conference
- Maintain OECM Webpage

Real Estate Team

- Develop, publish and maintain DOE Policy 430.1, *Land and Facility Use Planning*, dated 7-9-96, its implementation, guidance and interpretation.
- Develops Real Property policy guidelines and provides support as needed to Departmental elements, including the *DOE Real Estate Process – Desk Guide for Real Estate Personnel*, dated June 2001.
- Point of Contact for resolution of all questions or issues involving real estate
- Manages Departmental certification program for real estate professionals

- Responsible for reporting requirements to other federal agencies (e.g., OMB, GSA, HUD, DOEd, DOT, DOJ)
- Clearinghouse for programmatic excess of Departmental real property assets
- Prepares, reviews and coordinates special reports, studies, and analyses on real property management actions or proposed actions
- Provides recommendations on real property issues to the Director, Office of Management, and through that office, to the Deputy Secretary, the Undersecretaries, and the PSOs, as appropriate
- Reviews all real estate actions requiring Secretarial approval or Congressional notification
- Reviews and analyzes Alternative Financing proposals and evaluates the supporting business case.

OFFICE OF PROCUREMENT AND ASSISTANCE MANAGEMENT (MA-60)

MISSION

To ensure the development and implementation of Department of Energy (DOE) wide policies, procedures, programs, and management systems pertaining to procurement and financial assistance, personal property management, and related activities to provide procurement services to Headquarters elements.

FUNCTIONS

- Serve as the Department's Procurement Executive, responsible for executing the procurement functions and responsibilities in accordance with the Office of Federal Procurement Policy Act and Executive Order 12931.
- Serve as the principal procurement advisor to the Director of Management and assist the heads of all Headquarters elements regarding procurement and acquisition management.
- Develop, coordinate, and implement Department-wide policies, procedures, standards, and management systems for all procurement, personal property, assistance, contractor compensation, benefit pension and risk management programs.
- Ensure commercial item advocacy.
- Ensure the development and implementation of Department-wide initiatives related to acquisition planning, procurement workload distribution, and procurement and property training for technical staff.
- Develop and maintain a Departmental program of on-site assistance, assessment, evaluation, and analysis of contractor management systems in the procurement, property, cost control and accountability, and general business areas.
- Develop and maintain the Department-wide Priorities and Allocations System as directed by the Defense Production Act.
- Represent the Department in Government-wide development of the industrial mobilization base and planning to ensure availability of strategic and critical materials (except nuclear), equipment, commercial production facilities, and industrial services.
- Develop, maintain, and operate management information systems to support management of the Department-wide procurement, financial assistance, and property management functions.
- Provide acquisition and financial assistance capabilities to the National Nuclear Security Administration as agreed to under a Memorandum of Agreement.

ADMINISTRATIVE OFFICE

MISSION

To support the Office of Procurement and Assistance Management in general administrative management for the organization, including resource control, financial management, including budget preparation and control of allocated funds, training requirements, A-76 and Federal Activities Inventory Reform Act (FAIR Act) inventory, and other projects as assigned.

FUNCTIONS

- Control and monitor human resources functions, including personnel actions, employee and labor relations, awards, pay and leave administration, and maintain related records.
- Consolidate, prepare, and submit the organization's budget and exercise funds control responsibility for the organization; process travel, procurement requests and other budget-related expenditures.
- Maintain manpower authorization records, personnel assignments, and requirements and prepare/submit manpower data in support of budgetary actions, manpower analyses, and related studies.
- Maintain records of and exercise inventory control for authorized property and equipment for the organization; allocate office space and coordinate relocations.
- Operate and control the organization's mail and records, as well as the correspondence tracking system.
- Manage a Department-wide program for the evaluation of commercial and industrial activities under the provisions of the Office of Management and Budget (OMB) Circular A-76 and the FAIR Act inventory.
- Manage, facilitate and coordinate the Federal Managers' Financial Integrity Act program for the Office of Procurement and Assistance Management.
- Manage, facilitate and coordinate the Department's DOE Draft Order review and comment system (REVCOM) for the Office of Procurement and Assistance Management.

OFFICE OF PROCUREMENT AND ASSISTANCE POLICY (MA-61)

MISSION

To develop and maintain Department-wide policies, regulations, standards, and procedures pertaining to the total acquisition, financial assistance, and sales processes; manage the acquisition career development program for the Office of Procurement and Assistance Management. The mission of the office is functionally accomplished under the direction and guidance of the Office Director.

FUNCTIONS

- Develop, establish and maintain Department of Energy (DOE) wide policies, procedures and regulations relating to award and administration of procurement and Financial Assistance and Sales instruments, as well as financial/cost matters and other agreements.
- Provide guidance, interpretation, implementation, and supplementation of policies, regulations and procedures issued by the Office of Federal Procurement Policy (OFPP), the Federal Acquisition Regulation Secretariat, and the Office of Management and Budget (OMB).
- Serve as point of contact for DOE with the OFPP, Chief Acquisition Officer's Council, Federal Acquisition Regulation staff, Federal Acquisition Institute, professional associations, and Department of Defense Acquisition Regulation staff for procurement policy, financial assistance and contract policy matters.
- Maintain liaison with other Federal agencies, industry, and educational institutions in the areas of procurement, financial assistance and contract finance/cost principle policy matters.
- Conduct, monitor and contribute to procurement research.
- Promulgate regulations in conformance with rulemaking procedures in accordance with the Administrative Procedures Act.
- Develop and maintain standard contract general provisions for use by field offices.
- Establish and maintain policies for determination of fees and profits under contracts, including policies for use of award fee and incentive fee provisions.
- Represent DOE on the Civilian Agency Acquisition Council (CAAC), which is responsible for implementing the Federal Acquisition Regulation, as well as five (5) supporting interagency teams managing cases for various assigned areas of the Federal Acquisition Regulation.
- Participate in the development by OMB-OFPP of Government-wide policies and regulations, including OFPP Policy Letters and the Federal Acquisition Regulation.

- Maintain routine liaison with field offices on procurement and financial assistance policy matters through periodic meetings and dissemination of relevant information.
- Provide specialized cost and price analysis support and expertise for major Department contracts, audits and proposals.
- Promulgate policy, manage interagency agreements, and solicit and obligate from all Departmental program offices sufficient funding to ensure adequate services by outside audit agencies for Department contract and financial assistance audits.
- Support the Department's Office of Small and Disadvantaged Business Utilization in promoting, promulgating and managing small business policy, goals and opportunities.
- Provide training to various Headquarters and field elements on procurement policies, procedures and best practices.
- Manage the Department's debarment program and suspension of organizations and/or individuals from participating in DOE procurement contracts, subcontracts requiring approval of the DOE, and financial assistance awards.
- Develop, obtain approval of, and maintain the specific levels of procurement, financial assistance and sales authority for DOE contracting activities and warrants.
- Manage the Department-wide acquisition workforce career development program and contracting officer certification programs, and training programs.
- Provide technical and managerial support to the Department's Contractor Purchasing Council.

OFFICE OF CONTRACT MANAGEMENT (MA-62)

MISSION

To assist in the planning, implementation and oversight of the Department of Energy's (DOE's) procurement and financial assistance operations. Plan, coordinate and provide guidance and support to Headquarters, field organizations, and major Departmental contractors in procurement, grants, cooperative agreements, financial incentives, and general business matters to ensure that procurement, sales and financial assistance operations are accomplished efficiently and effectively, while focusing on continually improving the performance of these operations. Support the Office of Procurement and Assistance Management in the management of procurement information technology systems. The mission of the office is functionally accomplished under the direction and guidance of the Office Director.

FUNCTIONS

Acquisition Planning and Liaison

- Assist Headquarters and operations and field offices in the planning and development of business strategies for those procurement actions required to be submitted to Headquarters for approval, which are the Department's major procurement solicitations, contracts, grants, cooperative agreements, other financial assistance instruments and interagency agreements. This also involves assisting Source Evaluation Boards in carrying out these major actions.
- Manage the Department's extend/compete process.
- Provide operational procurement, financial assistance and general business advice to Headquarters and field organizations.
- Develop, assess and facilitate improvement programs and activities, with emphasis on streamlining operational requirements in order to improve the quality, results and efficiency of procurement, financial assistance, and sales operations throughout the Department.
- Develop and conduct Department-wide programs to assess the performance of contracting offices and improve the quality, effectiveness and efficiency of procurement, financial assistance and sales operations.
- Undertake special projects at the direction of Departmental management concerning a wide range of procurement, financial assistance and sales issues.
- Serve as Departmental Competition Advocate and ensure full and open competition in the procurement of goods and services in accordance with Public Law 98-369. Manage the competition and commercial item advocacy programs in order to identify and eliminate barriers to facilitate greater competition in procurement and expanded use of commercial items.

Contract Administration

- Serve as the lead Departmental organization to simplify the Department's contractors' purchasing practices through adoption of commercial practices, standards and systems; serve as an advisor to Heads of Contracting Activities and contractor management in this area.
- Develop programmatic performance objectives and measures to be applied in the Balanced Scorecard and Value-Based Self-Assessment Program for DOE and DOE contractor acquisition management and control systems.
- Design and implement training programs concerning this application of performance measurement and management models as a means to effectively measure DOE and DOE contractor performance.
- Assist in the development and implementation of the Department's contractor performance incentive policy by providing advice and assistance to the various Headquarters Program Offices and Operations Offices.
- Collect, consolidate, and analyze data as to Field Office administration and management of the Department's contractor performance incentives and measurements programs.
- Establish, manage and administer the process for developing and evaluating performance and incentive fee programs in coordination with the various Headquarters Program Offices and Operations Offices.
- Establish and maintain a contractor fee and incentive database for the Department, to include a lessons learned database developed in conjunction with the various Headquarters Operations and Field Offices.
- In conjunction with the various Headquarters Operations and Field Offices, establish and implement effective Cost Reduction Incentive Programs and other contractor cost control inducements at DOE sites.
- Oversight of the Department's implementation of Office of Federal Procurement Policy on past performance.
- Develop and oversee implementation of the Work-For-Others policies.
- Provide administrative advice and guidance to both Headquarters and Field Elements regarding their compliance with the Work-For-Others program.
- Supports the Department's Insurance Officer and provides expert advice on risk management and insurance arrangements under DOE performance-based incentive contracts.
- Provide policy analysis, interpretation, development, and oversight of DOE contract development and administration related to commercial general liability, and business automobile insurance arrangements in which the assumption of risk by the Department is

implemented through various administrative service type and insurance arrangements.

- Lead and coordinate business system-related benchmarking studies to facilitate knowledge transfer, knowledge management, and purchasing and business system breakthrough and continuous improvement.
- Coordinate on a Department-wide basis Business Process Reengineering projects to facilitate purchasing and business systems process improvement.
- Design and implement formal training programs concerning benchmarking and process reengineering as means to improve business system performance. Manage and maintain the DOE-wide Benchmarking and Best Practices Clearinghouse and the Business Process Reengineering Clearinghouse.
- Serve as the Office of Procurement and Assistance Management point of contact for liaison with and coordination of audit and inspection activities of the Government Accounting Office and the Office of Inspector General.

Information Management Systems

- Develop and implement innovative computer-based systems to improve the performance of acquisition and financial assistance programs throughout the Department.
- Define, develop and manage Departmental procurement and financial assistance information systems, associated databases, documentation and configuration control; provide training and discipline necessary for Headquarters and field functional activities in the areas of procurement, financial assistance, sales and personal property management.
- Provide advisory support to all principal users of procurement, financial assistance, sales and personal property information systems.
- Develop and analyze statistical data and documentation on procurement and financial assistance activities of the Department to provide the Procurement Executive with an assessment of such activities.
- Establish and maintain computer-based procurement data systems to ensure system integrity, quality, accuracy and timeliness of data reporting; analyze plans and produce recurring and one time management reports used by senior Department management and operating executives; respond to requirements from Congressional, Governmental and Freedom of Information inquiries.
- Provide office automation support to the Office of Procurement and Assistance Management, including maintaining and continual upgrading of the office's local area network and acting as contracting officer representatives in the administration of support service contractors.

OFFICE OF RESOURCE MANAGEMENT (MA-63)

MISSION

resource oversight and personal property management systems to foster effectiveness and efficiency in the Department of Energy (DOE) and contractor-managed facilities. Develop performance objectives, measures and self-assessment systems for Federal and contractor employees to determine if oversight of contractor total compensation and federal and contractor personal property management programs are consistent with policy and successfully meet expectations of customers and stakeholders. Serve as the primary office, within the Office of Procurement and Assistance Management, for development of acquisition policy for the reimbursement of contractor compensation, pension and retiree medical benefit costs and liabilities under cost reimbursement contracts for the management and operation of DOE-owned contractor operated facilities, and for personal property/asset management reform and streamlining. Develop, maintain, and interpret DOE policies and procedures for oversight of contractor human resource programs related to employee salaries, wages, welfare benefits, workers' compensation arrangements, and pension and retiree medical benefit programs. Provide expert advice and assistance to DOE program offices and contracting activities responsible for implementing policies, procedures, and standards for oversight of contractor compensation, benefits, pension and retiree medical benefit programs, and DOE federal and contractor personal property and asset management programs. All activity is accomplished functionally under the executive direction of the Director, Office of Procurement and Assistance Management.

Contractor Human Resource Management

- Develop and interpret DOE policy and requirements for contractors' compensation, welfare benefit, pension and retiree medical benefit programs at DOE owned contractor-operated facilities.
- Maintain liaison on pension matters with industry, professional actuarial organizations, the Department of Labor, the Internal Revenue Service, the Pension Benefit Guaranty Corporation, and the Cost Accounting Standards Board.
- Advise and assist Heads of Departmental and Field Elements on all contractor workers' compensation insurance matters, including: policy and plan review; claims administration review for adequacy and cost effectiveness; final insurance policy/program cost settlements; claim threshold reviews along with claims that exceed established thresholds; support of claims services negotiation; and required language in covered contracts.
- Review and provide advice on contractor benefit plans and proposed changes which: establish precedents for the DOE contractor system, are new or first time on a site, are an exception to DOE policy, or involve flexible benefit programs.
- Provide expert advice concerning the structure of pension plans, including: funding levels and actuarial assumptions; changes in contractor pension plan provisions; final settlements of assets and liabilities; and DOE portion of the contractor contributions to employee pension

plans.

- Develop and interpret Department-wide policy and policy objectives and associated contract language for reimbursement of employee compensation, welfare benefit, pension, retiree medical benefits and workers' compensation insurance arrangements under cost contracts for the management and operation of DOE facilities.
- Develop cost control and performance measures for contractor employee compensation and benefit programs, and promote their inclusion in contracts.
- Work with program offices and contracting activities to design systems to determine the effectiveness of contractor compensation and benefits policy implementation.
- Work with program offices and contracting activities to ensure cost effective contractor employee benefit programs. Track and analyze data collected by the program offices and contracting activities related to cost management of benefit programs.
- Conduct special policy analyses that may include cross cutting human resource management issues; e.g., pension and medical benefit program cost and liability analyses and contractor variable compensation policy options.

Personal Property Management

- Establish Departmental policy and develop and maintain procedures, standards and guides governing the management of personal property assets in the custody of DOE offices and contractors.
- Develop programmatic performance objectives and measures to be applied for self-assessment of DOE and DOE contractor asset management and control systems.
- Interpret, implement and supplement, and comment on proposal policies, procedures and regulations pertaining to management of personal property, as issued by other Federal agencies such as the Office of Management and Budget , General Services Administration (GSA), and Department of Commerce.
- Manage a Department-wide reportable excess automated property system to ensure that prompt and accurate reporting and reutilization of DOE excess property are accomplished. Continuously evaluate commercial and other benchmark systems to ensure application of the most current system performance characteristics and capabilities. Recommend necessary system enhancements.
- Work with Departmental groups in establishing alternative and innovative approaches for the disposition and sale of personal property assets.
- Coordinate with Departmental organizations responsible for asset management and provide information on Departmental acquisition and holdings.

- Collect and consolidate data on such areas as excess personal property, precious metals recovery, exchange/sales actions, property furnished to non-Federal recipients, and supply activities. Prepare agency reports required by GSA and analyze data for trends, anomalies and detection of operational problems.
- Ensure the management of and to facilitate the disposition of unneeded materials (including unclassified weapons parts) and chemicals inventories across the Departmental complex.
- Work in partnership with Field Offices and DOE contractors to identify best management practices and innovative techniques for personal property life-cycle management.

OFFICE OF HEADQUARTERS PROCUREMENT SERVICES (MA-64)

MISSION

To direct and oversee the full range of operational and functional procurement management responsibilities for the Office of Headquarters Procurement Services. The functional operations of the office are the responsibility of the Director, Office of Headquarters Procurement Services. The Director also serves as the principal advisor to the Director, Office of Procurement and Assistance Management, and all other Headquarters departmental officials on matters relating to Headquarters procurement operations, including: procurements, grants, cooperative agreements, loan guarantees and other financial assistance instruments; personal property management; small/disadvantaged business procurements; and other business activities needed in support of Headquarters programmatic and institutional requirements.

The Director, Office of Headquarters Procurement Services, also serves as Head of Contracting Activity (HCA) for Headquarters Procurement Services, the Naval Petroleum Reserves in Casper, Wyoming, and other offices/functional activities (e.g., Government-wide Purchase Card Program and DOE/C-Web acquisitions), as assigned. The responsibilities of the organization are functionally accomplished under the executive direction of the Director, Office of Procurement and Assistance Management.

FUNCTIONS

- Enter into, extend/modify and close out contracts, grants, cooperative agreements, other financial assistance instruments and interagency agreements.
- Provide management/technical support for competitive sourcing studies in accordance with revised Office of Management and Budget (OMB) Circular A-76 dated May 29, 2003.
- Provide management/technical support for the Department of Energy wide strategic sourcing opportunities and support for Federal Strategic Sourcing Initiative.
- Approve subcontracts, extensions, modifications, and/or settlements of terminations thereof and approve purchases by contractors and subcontracts.
- Negotiate, administer, and otherwise perform all operational management responsibilities for procurements, grants, cooperative agreements, and other financial assistance activities.
- Administer executive direction over the Corporate Services Division, which provides essential crosscutting support to the HCA, Office of Headquarters Procurement Services personnel and external customers.
- Advise program and project managers in procurement planning and development of contract, incentive, or assistance requirements to be awarded. Work closely with programs to assure proper accomplishment of technical representative's role in all aspects of acquisition cycle.
- Respond to Freedom of Information Act requests for information; make denial determinations in accordance with current delegations.

OFFICE OF HEADQUARTERS PROCUREMENT SERVICES
OPERATIONS DIVISION A

MISSION

To place and administer contracts and other instruments for goods and services in support of designated Department of Energy (DOE) Headquarters elements in order that they may perform their assigned missions. Functions of the division are accomplished under the executive direction of the Director, Office of Headquarters Procurement Services.

FUNCTIONS

- Negotiate, administer, and otherwise perform all operational management functions required for procurements, grants, cooperative agreements, personal property management, small business/disadvantaged business/labor surplus area procurements, and other business activities needed in support of designated Headquarters program organizations.
- Provide guidance and assistance to program project managers in procurement planning and development of contract, incentive, or assistance requirements to be awarded in Headquarters. Assist program project managers to assure proper accomplishment of technical representative's role in all aspects of the acquisition cycle, including procurement request packages, solicitations, negotiations, awards, administration and closeout.
- Provide technical support for the Office of Headquarters Procurement Services competitive sourcing in accordance with revised Office of Management and Budget (OMB) Circular A-76 dated May 29, 2003.
- Provide technical support for DOE-wide strategic sourcing opportunities and support for Federal Strategic Sourcing Initiative.
- Support Balanced Scorecard Performance Measurement Program.
- Support/comply with all Federal/Departmental e-procurement initiatives.
- Perform onsite, in-depth reviews of contractor financial conditions, as required.
- Analyze financial reports and audits to detect improper charges or potential future problems in contractor performance; work closely with technical program managers to determine how best to protect the Government's interest in contractual situations.
- Build the record in support of the Government's defense for protest and claim cases.
- Comply with legal requirements for prompt voucher processing.
- Ensure that necessary procedures and milestone schedules are established and implemented in order to effect the earliest practicable de-obligation of excess funds and the closeout of all procurements which are physically completed or otherwise eligible for closeout action.

- Oversee all post-award procurement functions which ensure that the Government receives full value for the goods and services contracted.
- Advise and make recommendations for charges or potential future problems in contractor performance; work closely with technical program managers to determine how best to protect the Government's interest.
- Ensure necessary procedures are established and implemented to effect the earliest practicable de-obligation of excess funds and the closeout of all procurements physically completed.
- Exercise leadership to adopt and incorporate Total Quality principles and programs for continuous organizational improvement and increased customer satisfaction.

OFFICE OF HEADQUARTERS PROCUREMENT SERVICES
OPERATIONS DIVISION B

MISSION

To place and administer contracts and other instruments for goods and services in support of designated Department of Energy (DOE) Headquarters elements in order that they may perform their assigned missions. Functions of the division are accomplished under the executive direction of the Director, Office of Headquarters Procurement Services.

FUNCTIONS

- Negotiate, administer, and otherwise perform all operational management functions required for procurements, grants, cooperative agreements, personal property management, small business/disadvantaged business/labor surplus area procurements, and other business activities needed in support of designated Headquarters program organizations.
- Provide guidance and assistance to program project managers in procurement planning and development of contract, incentive, or assistance requirements to be awarded in Headquarters. Assist program project managers to assure proper accomplishment of technical representative's role in all aspects of the acquisition cycle, including procurement request packages, solicitations, negotiations, awards, administration and closeout.
- Provide technical support for the Office of Headquarters Procurement Services competitive sourcing in accordance with revised Office of Management and Budget (OMB) Circular A-76 dated May 29, 2003.
- Provide technical support for DOE-wide strategic sourcing opportunities and support for Federal Strategic Sourcing Initiative.
- Support Balanced Scorecard Performance Measurement Program.
- Support/comply with all Federal/Departmental e-procurement initiatives.
- Perform onsite, in-depth reviews of contractor financial conditions, as required.
- Analyze financial reports and audits to detect improper charges or potential future problems in contractor performance; work closely with technical program managers to determine how best to protect the Government's interest in contractual situations.
- Build the record in support of the Government's defense for protest and claim cases.
- Comply with legal requirements for prompt voucher processing.

OFFICE OF HEADQUARTERS PROCUREMENT SERVICES
OPERATIONS DIVISION C

MISSION

To place and administer contracts and other instruments for goods and services in support of designated Department of Energy (DOE) Headquarters elements in order that they may perform their assigned missions. Functions of the division are accomplished under the executive direction of the Director, Office of Headquarters Procurement Services.

FUNCTIONS

- Negotiate, administer, and otherwise perform all operational management functions required for procurements, grants, cooperative agreements, personal property management, small business/disadvantaged business/labor surplus area procurements, and other business activities needed in support of designated Headquarters program organizations.
- Provide guidance and assistance to program project managers in procurement planning and development of contract, incentive, or assistance requirements to be awarded in Headquarters. Assist program project managers to assure proper accomplishment of technical representative's role in all aspects of the acquisition cycle, including procurement request packages, solicitations, negotiations, awards, administration and closeout.
- Provide technical support for the Office of Headquarters Procurement Services competitive sourcing in accordance with revised Office of Management and Budget (OMB) Circular A-76 dated May 29, 2003.
- Provide technical support for DOE-wide strategic sourcing opportunities and support for Federal Strategic Sourcing Initiative.
- Support Balanced Scorecard Performance Measurement Program.
- Support/comply with all Federal/Departmental e-procurement initiatives.
- Perform onsite, in-depth reviews of contractor financial conditions, as required.
- Analyze financial reports and audits to detect improper charges or potential future problems in contractor performance; work closely with technical program managers to determine how best to protect the Government's interest in contractual situations.
- Build the record in support of the Government's defense for protest and claim cases.
- Comply with legal requirements for prompt voucher processing.

OFFICE OF HEADQUARTERS PROCUREMENT SERVICES
CORPORATE SERVICES DIVISION

MISSION

To provide full operational management support services to the Office of Headquarters Procurement Services. Perform services essential to procurement and, as appropriate, financial assistance transactions and reviews, procurement systems reviews, negotiations, and operations management services. Functions are accomplished under the executive direction of the Director, Office of Headquarters Procurement Services.

FUNCTIONS

- Provide support for the Office of Headquarters Procurement Services competitive sourcing in accordance with revised Office of Management and Budget (OMB) Circular A-76 dated May 29, 2003.
- Provide support for Department of Energy (DOE) wide strategic sourcing opportunities and support for Federal Strategic Sourcing Initiative.
- Support/comply with all Federal/Departmental e-procurement initiatives.
- Perform advisory services for the Office of Headquarters Procurement Services on complex issues related to Freedom of Information Act (FOIA), Congressional, Government Accounting Office (GAO), and Office of the Inspector General (OIG) inquiries, office procedures, economic trends, vulnerability assessments, internal control assessment and improvement methodology, workload management, and special projects/studies requirements.
- Manage and/or provide oversight of Quality Improvement practices within the Office of Headquarters Procurement Services.
- Promote Business Process Reengineering (BPR) within the office. Identify, prepare, and maintain innovative internal operational procedures, and directly assist the Head of Contracting Activity in assessing and improving the effectiveness and efficiency of procurement and financial assistance functions through BPR.
- Perform management and technical analyses of all significant transactions and systems in the overall procurement and financial assistance mission assigned to the office.
- Perform competition advocate responsibilities under Competition in Contracting Act.
- Perform ombudsperson responsibilities under multiple award contracts.
- Perform management and technical analyses of all assigned major transaction pre-negotiation plans and final document files.

- Track appropriate audit reports until resolved; provide technical advice on indirect cost-related audit reports; maintain an accurate listing of audits requiring disposition, and periodically report status to management.
- Provide liaison on matters concerning the GAO, OIG, congressional, and DOE reviews of internal contracting practices. Prepare and process responses to GAO, OIG, congressional and DOE management reviews.
- Provide management services in support of the contracting process such as document control, FedBizOpps, and others.
- Provide informative statistical analysis for high-level managerial officials.
- Provide property management expertise to contracting officers on highly specialized property issues, and prepares property reports and recommendations.
- Perform screening of procurement requests to ensure that socioeconomic preference programs receive thorough consideration before and after solicitation release. Conduct outreach activities and provide focus for Small Woman-Owned Business Program Goal Achievement.
- Conduct independent business reviews of major new contracts, grants and other forms of assistance, agreements, and major modifications to ensure compliance with Federal and DOE procurement policies, guidelines, and regulations.
- Process all FOIA requests received for the Office of Headquarters Procurement Services; make FOIA denial determinations.
- Negotiate and establish indirect cost rates for all contractors assigned under the cognizance of the Director, Office of Headquarters Procurement Services.
- Negotiate and approve Forward Pricing Rate Agreements, Provisional Billing Rates, Independent Research and Development Cost Ceilings, and Bid and Proposal Cost Ceilings.
- Provide project management and liaison for the office's procurement modernization plans. Develop, implement and/or monitor the automation of the acquisition and financial assistance processes from Procurement Request initiation through close-out/retirement. Develop, implement and maintain internal operating systems, associated (or "pertinent") practices and procedures used to promote effective management of operational procurement resources. Conduct appropriate follow-up assessments to ensure procedures are being adequately followed and necessary improvements are implemented.
- Manage Contracting Officer Warrant Program.
- Manage Balanced Scorecard Performance Measurement Program.
- Manage Solicitation/Contracting Writing System and the Office of Headquarters

Procurement Services Electronic Commerce Web.

- Manage Past Performance Database.

OFFICE OF THE EXECUTIVE SECRETARIAT (MA-70)

MISSION

The Office of the Executive Secretariat serves the Office of the Secretary, Departmental Elements, and the public by:

- Facilitating quality document management
- Developing, maintaining, and sharing institutional memory
- Facilitating the timely delivery of executive commitments and information

Serving as a management arm of the Department of Energy (DOE) directly supporting the Secretary, Deputy Secretary, and Under Secretaries, the Executive Secretariat assures orderly, timely, and coordinated processes that form the basis for effective formulation and implementation of policy and program decisions.

FUNCTIONS

Executive Secretariat is organized into four functional areas:

- The Secretariat
- The Advisory Committee Management Program
- The Freedom of Information Act and Privacy Act Program
- The History and Heritage Resources Program

1. **The Secretariat. *Documents, Records and Information Management.*** The Executive Secretariat receives, assigns, and tracks correspondence and other written and electronic documents, including classified material. These documents are either addressed to the Secretary, Deputy Secretary, Under Secretaries, or members of the Office of the Secretary staff, or they are sent to the Department from the White House, the National Security Council, the Congress, and Tribal leaders. In addition, the Executive Secretariat sets standards for document preparation through its *Style Guide*.

The Executive Secretariat is also the focal point for the dissemination of information, particularly electronic information, throughout the Department. It provides information including executive messages, correspondence, conference activities, executive commitments reports, and information about important events or development opportunities for Department and contractor staff.

The Executive Secretariat is the central Department records repository for all official documents and departmental actions and decisions, including classified material, for the Secretary, Deputy Secretary, and Under Secretaries.

The Secretariat serves as the Audit Liaison for the Office of Management and is responsible for coordinating and tracking Inspector General and Government Accountability Office audit activities within the MA organization.

2. **Advisory Committee Management.** The Executive Secretariat is the Department's Advisory Committee Management Officer and manages the Department-wide Advisory Committee Management Program. This program provides management support on the creation, direction, and termination of advisory committees in accordance with the Federal Advisory Committee Act and implementing regulations. This function includes identifying issues that require the attention of Department officials and Office of the Secretary staff.
3. **Freedom of Information Act and Privacy Act.** The Executive Secretariat provides administrative and technical support on matters involving the Freedom of Information, Privacy, and Computer Matching Acts including interagency representation. MA-70 also facilitates compliance with FOIA requests by Headquarters and Field Offices.
4. **Official History and Archives.** The Executive Secretariat prepares the official history of the Department and guides departmental staff on the collection and preservation of historical records of the Department and its predecessor agencies and serves as the Department's institutional memory. The Chief Historian also serves as the Department's Federal Preservation Officer.

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APPENDIX B MA SUCCESSION PLAN

Introduction

For more than a decade, the Department has witnessed an exodus of long-term employees as a result of downsizing, outsourcing/competitive sourcing, and voluntary retirements that now leaves the Department precariously positioned in terms of the continued execution of its missions and operations in an efficient and effective manner. The Office of Management and its organizations (directorates) has experienced these losses along with the Department. The trend for retirements is expected to continue as almost 60% of the MA workforce will be eligible for retirement at their option during the next five years.

This MA Succession Plan establishes a formal process to ensure that when a future mission critical position vacancy occurs, a replacement can be selected from fully-qualified applicants. The MA Succession Plan will focus on identification of critical positions within its organization and potential candidates to fill those positions.

Background

Succession planning / management efforts within MA are have been directed from the Office Director level utilizing a variety of DOE and internally developed processes such as individual development plans (IDP), annual performance appraisal plans, mentoring programs and leadership assignments. Staffing regulations within the Federal government prohibit the identification of specific individuals to fill positions, however, it is possible to identify critical positions, the competencies associated with such positions, and the skill sets to meet current and changing organizational needs. In support of the Department's response to the human capital management initiative of the President's Management Agenda, MA developed a draft Workforce Plan (February 2006) which identified a short-term strategic goal to develop a formal succession planning / management plan by September 30, 2006.

Approach

This MA Succession Plan establishes a succession planning program and process to ensure that when a future mission critical position vacancy occurs, a replacement can be selected from fully-qualified applicants. Key elements of the program and process follow:

MA-1 is committed to succession planning and will support the program within budget constraints. Further, MA-1 will monitor the program progress against commitments through semi-annual reviews with the MA Office Directors. The Office of Resource and Planning Management will act as a focal point for MA-1 and coordinate activities amongst the Office Directors for program implementation.

MA Office Directors are responsible to implement this MA Succession Plan within their offices and report bi-annually to MA-1 on both the progress and results of the program's implementation.

The succession program consists of the following three step process:

1. Identify target succession positions, their critical competencies, and a timeline for needing to fill those positions based on an analysis of the most current MA HCM skills gap and the most current bench strength reports. Consider “one-deep” positions that are expected to become vacant.
2. Identify and select the candidate pool(s) of people to fill the target succession positions, their skills-competency gaps to fill those positions, and the appropriate methodology (training, mentoring, developmental experience, etc.), costs, and timeline to bridge the gaps.
3. Measure and report on the progress, implementation and success of the program.

Managerial and leadership positions across organizations frequently share similar competencies. The OPM Leadership Effectiveness Inventory and Senior Executive Service executive core qualifications (ECQs) provide a validated set of Federal managerial and leadership competencies. MA Office Directors need to share results of their analysis and collaborate on their managerial and leadership positions to ensure that a consistent approach is used in applying the succession planning process across the MA organization on these managerial and leadership positions.

Upon completion of the initial succession planning process, the Office Directors will present to MA-1 a prioritized listing of their proposed succession plans by November 30, 2006. This presentation needs to address the rationale for the prioritized list and adverse consequence of deferred funding. Constrained funding and budget cuts are normal in today’s Government. Prudent and frugal management should be considered along with use of existing training, mentoring, developmental experience, etc. in support of meeting management’s commitment to succession planning.