

---

# Environmental Management Human Capital Updates

Presented to the  
**Environmental Management Advisory Board (EMAB)**  
By

**Desi Crouther, Director  
Office of Human Capital  
Office of Environmental Management  
U.S. Department of Energy**

**September 30, 2009**



**EM** *Environmental Management*

safety ❖ performance ❖ cleanup ❖ closure

[www.em.doe.gov](http://www.em.doe.gov)

# EM Human Capital Updates

❖ Talent Acquisition Metrics

❖ Three-Year Succession Plan Approach

❖ Questions and Answers



**EM** *Environmental Management*

safety ❖ performance ❖ cleanup ❖ closure

[www.em.doe.gov](http://www.em.doe.gov)

# Talent Acquisition Metrics



***EM*** *Environmental Management*

safety ❖ performance ❖ cleanup ❖ closure

[www.em.doe.gov](http://www.em.doe.gov)

# Talent Acquisition Metrics

- ❖ **Purpose: To measure the return on investment of EM's recruiting and talent acquisition strategies**
- ❖ **Potential metrics could assess:**
  - ❖ **Recruiting efficiency and effectiveness**
  - ❖ **Quality of hires**
  - ❖ **Overall recruiting satisfaction of hiring managers and new hires/employees**
  - ❖ **New hire retention rates**



**EM** *Environmental Management*

safety ❖ performance ❖ cleanup ❖ closure

[www.em.doe.gov](http://www.em.doe.gov)

# Three-Year Succession Plan Approach



**EM** *Environmental Management*

safety ❖ performance ❖ cleanup ❖ closure

[www.em.doe.gov](http://www.em.doe.gov)

# EM's Three-Year Succession Plan

- ❖ **Definition: Succession planning is a process whereby an organization ensures that employees are recruited and developed to fill each key role within the organization**
- ❖ **EM's succession planning serves as an interface between the human resource function and the strategic direction of the organization**
- ❖ **Succession planning is a vital resource in anticipating the future needs of EM and helps find, assess, develop, and monitor the human capital required to fulfill EM's mission**



**EM** *Environmental Management*

safety ❖ performance ❖ cleanup ❖ closure

[www.em.doe.gov](http://www.em.doe.gov)

# Why Does Succession Planning Matter?

- ❖ It impacts our ability to:
  - Attract talent
  - Have motivated and satisfied employees
  - Have employees focused on the right things
  - Retain talent/employees
  
- ❖ This impacts EM's ability to achieve its mission



**EM** *Environmental Management*

safety ❖ performance ❖ cleanup ❖ closure

[www.em.doe.gov](http://www.em.doe.gov)

# Succession Planning Best Practices

- ❖ EM is employing the following best practices:
  - Keep the process logical and simple
  - Use technology to support the process
  - Ensure that EM offices align their succession planning efforts within EM's overall human capital and business strategies
  - Engage senior management and maintain senior level support
- ❖ EM is using a complex-wide, three-year approach to succession planning
- ❖ The EM Succession Plan will be reviewed annually



**EM** *Environmental Management*

safety ❖ performance ❖ cleanup ❖ closure

[www.em.doe.gov](http://www.em.doe.gov)



# EM's Mission Critical Occupations/Needs

<b>Mission Critical Workforce Occupations/Needs</b>
<b>Fiscal Years 2009 - 2014</b>
General Engineers
Nuclear Engineers
Physical Scientists
Acquisition Workforce
Leaders

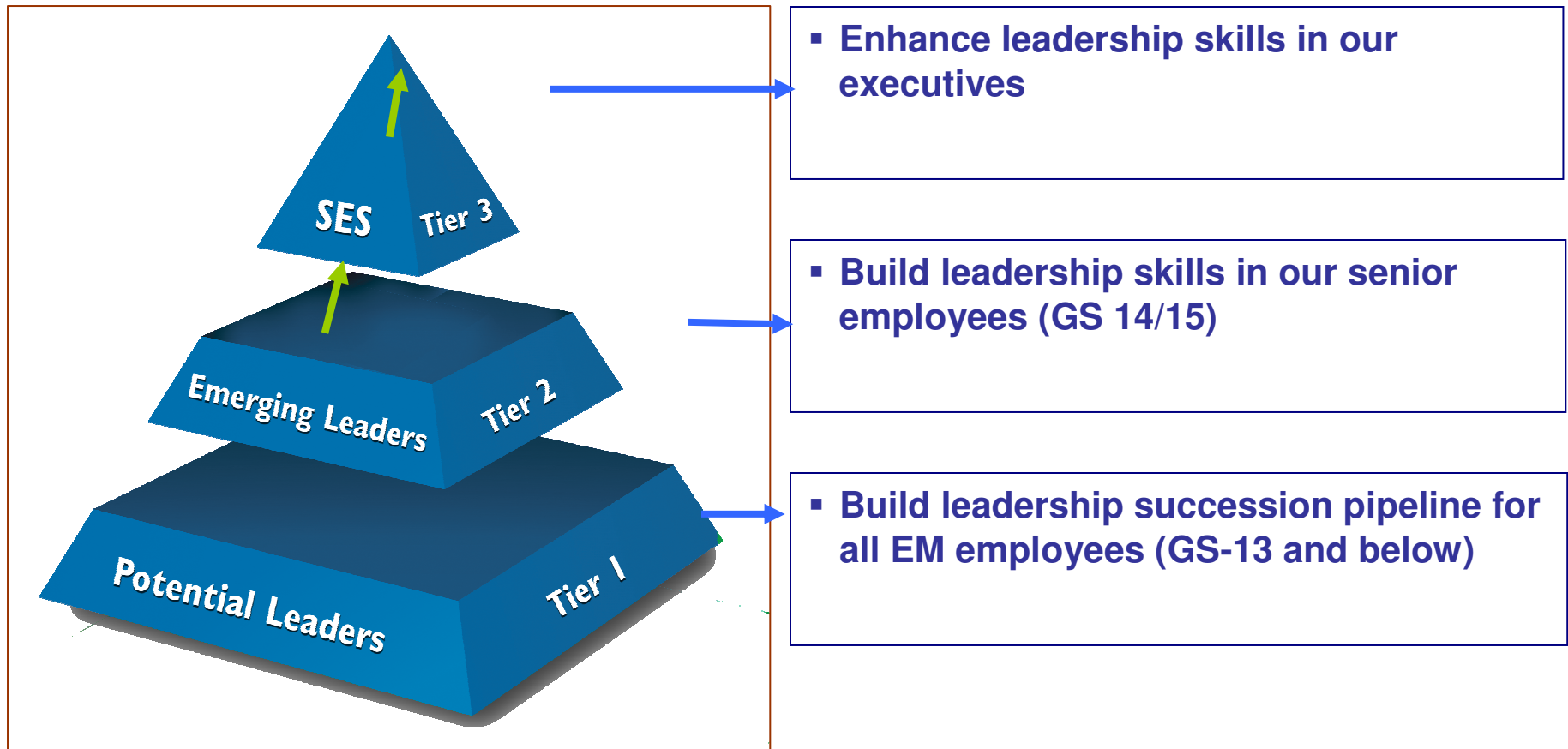


**EM** *Environmental Management*

safety ❖ performance ❖ cleanup ❖ closure

[www.em.doe.gov](http://www.em.doe.gov)

# EM's Three Tier Approach to Leadership Succession



**EM** Environmental Management

safety ❖ performance ❖ cleanup ❖ closure

[www.em.doe.gov](http://www.em.doe.gov)

# Succession Plan Worksheet

Position Title	Key Competency/ Proficiency	Vacancy Potential	Criticality	Strategy for Addressing Criticality/Gap	Succession Plan Priority	Senior Executive Responsible



**EM** *Environmental Management*

safety ❖ performance ❖ cleanup ❖ closure

[www.em.doe.gov](http://www.em.doe.gov)

# Succession Plan Worksheet: Position Title

- ❖ EM's succession planning efforts will focus on current positions and future needs
- ❖ Succession planning is not just succession at the top - It focuses on critical positions throughout the organization
- ❖ It's getting the right skills for every mission critical position

*Example*

Position Title
Federal Project Director
Physical Scientist
Deputy Site Manager



**EM** Environmental Management

safety ❖ performance ❖ cleanup ❖ closure

[www.em.doe.gov](http://www.em.doe.gov)

# Succession Plan Worksheet: Competency and Proficiency Levels for Mission Critical Positions

- ❖ Identify the key competency and proficiency levels for each mission critical position
- ❖ Include 3 to 5 skill requirements crucial to the incumbent

## *Example*

Position Title	Key Competency and/or Proficiency Levels for Position
Federal Project Director	Level IV Certification Licensed Professional Engineer Influencing/Negotiating Problem solving Conflict management



**EM** Environmental Management

safety ❖ performance ❖ cleanup ❖ closure

[www.em.doe.gov](http://www.em.doe.gov)

# Succession Plan Worksheet: Vacancy Potential

## Example

- ❖ Enter “A” if the position will likely be vacated within 1 year
- ❖ Enter “B” if the position will likely be vacated within 3 years
- ❖ Attrition rates and retirement eligibilities should be considered

Position Title	Vacancy Potential
Deputy Site Manager	A
Physical Scientist	B
Nuclear Engineer	A
Federal Project Director	B



# Succession Plan Worksheet: Criticality

## *Example*

- ❖ Enter “1” if the incumbent must “hit the ground running” - Critical
- ❖ Enter “2” if the incumbent must be fully functional within 6 months - Very Important
- ❖ Enter “3” if the incumbent must be fully functional in 6 or more months - Important

Position Title	Criticality
Deputy Assistant Secretary	2
Nuclear Engineer	3
Procurement Analyst	1



**EM** Environmental Management

safety ❖ performance ❖ cleanup ❖ closure

[www.em.doe.gov](http://www.em.doe.gov)

# Succession Plan Worksheet: Strategy for Addressing Criticality/Identified Gap

## *Example*

- ❖ Enter “1” for talent acquisition/recruitment
- ❖ Enter “2” for developing potential employees
- ❖ Enter “3” for retention incentives

Position Title	Strategy for Addressing Criticality/Gap
Site Manager	3
Nuclear Engineer	2
Procurement Analyst	1



**EM** Environmental Management

safety ❖ performance ❖ cleanup ❖ closure

[www.em.doe.gov](http://www.em.doe.gov)



# Succession Plan Worksheet: Succession Planning Priority

## *Example*

- ❖ Enter “1” if Critical
- ❖ Enter “2” if Very Important
- ❖ Enter “3” if Important

Position Title	Succession Planning Priority
Cost Estimator	2
Nuclear Engineer	3
Procurement Analyst	1



**EM** Environmental Management

safety ❖ performance ❖ cleanup ❖ closure

[www.em.doe.gov](http://www.em.doe.gov)

# Senior Leadership Responsibilities

- ❖ Communicate and champion the importance of effective succession planning
- ❖ Ensure that succession planning strategies are linked to EM's missions and goals
- ❖ Identify knowledge, skills and abilities for key positions
- ❖ Provide employees with opportunities for development
- ❖ Ensure that succession plan strategies for identifying critical needs and closing gaps are implemented successfully
- ❖ Evaluate the effectiveness of succession planning strategies (and initiatives) and amend as required



**EM** *Environmental Management*

safety ❖ performance ❖ cleanup ❖ closure

[www.em.doe.gov](http://www.em.doe.gov)

# Summary

- ❖ **Attract, acquire, develop, and retain a highly qualified and motivated workforce**
- ❖ **Ensure our program is managed by skilled, competent, and dedicated leaders**
- ❖ **Address and close skill gaps**



**EM** *Environmental Management*

safety ❖ performance ❖ cleanup ❖ closure

[www.em.doe.gov](http://www.em.doe.gov)