

Federal Equal Opportunity Recruitment Program
Accomplishment Report
Fiscal Year 2008

Introduction

This report summarizes the National Nuclear Security Administration's (NNSA) initiatives that support the recruitment and retention of women and minorities within the NNSA. The total number of permanent employees at the NNSA was 2,561 in FY 2007 and 2,673 in FY 2008, of which women and minorities made up 50 percent of the total workforce. This represents a 1 percent increase of women and minorities.

1. Workforce Planning

- The NNSA's Human Capital Management Strategic Plan includes strategies to recruit and retain a highly qualified and diverse workforce. Activities performed in support of the Federal Equal Opportunity Recruitment Program (FEORP) are summarized below:
- On March 16, 2008, the NNSA implemented a Demonstration Project Pay Banding/Pay for Performance Personnel System. This Demo Project is designed to give managers the tools and flexibilities needed to gain and maintain a competitive edge in the current and future market place through use of higher entry salaries and faster pay progression of high performing employees. It is anticipated that this pay system will help attract highly qualified, diverse applicants for future job opportunities within the NNSA.
- In FY 2008, the NNSA's Chief Learning Office and the Learning and Career Development Department created an NNSA-wide corporate approach to leadership development and an adjunct selection process. The approach provides a central fund (training and travel) for participants who are selected into an NNSA approved/sponsored leadership development program (NNSA currently funds fourteen programs). The selection approach provides an equitable playing field for all NNSA employees to apply for a leadership development program. This new process identifies clear standards and guidelines for the diverse senior management selection panel to follow in determining the NNSA selectee.

2. Recruitment and Community Outreach

- The NNSA hired 338 new employees in FY 2008. This raised the total number of women and minorities within NNSA from 1,261 in FY 2007 to 1,346 in FY 2008.
- NNSA promoted a total of 302 employees of which 55 (18%) were minorities and 105 females (35%).

- The NNSA Future Leaders Program (FLP) was established in 2005 and continues to attract qualified candidates from diverse backgrounds. The objective of the program is to develop entry-level candidates with degrees in engineering, the physical science, or business disciplines. The NNSA has been successful in using the FLP as an important recruitment tool to address current and projected skills gaps identified in the succession planning process. In FY 2008, the NNSA hired 32 participants under the FLP. Of the FY 2008 FLP hires, minorities and females represent 75%. NNSA has hired a total of 113 participants since its inception in 2005. Following is the minority and female composition: FY 2008 – 75% minorities and females; FY 2007 – 79% minorities and females; FY 2006 – 70% minorities and females; FY 2005 – 64% minorities and females. It is anticipated that external hiring opportunities under the FLP will result in 35 new hires for FY 2009.
- In FY 2008, the NNSA Student Career Experience Program (SCEP) acquired 13 new employees, of which minorities and females represent 100%. The NNSA has hired 54 participants since FY 2005. Following is the minority and female composition: FY 2007 – 93% minorities and females; FY 2006 – 100% minorities and females; FY 2005 – 100% minorities and females. The Student Career Experience Program provides Federal employment opportunities to students who are enrolled, or accepted for enrollment, as degree-seeking students taking at least a half-time academic, technical, or a vocational course load in an accredited high school, technical, vocational, two- or four-year college, university, graduate or professional school. The Student Career Experience Program benefits both the agency and the students. Students benefit by gaining real-world work experience through year-round employment, having flexible work schedules and assignments, and gaining exposure to public service employment. The agency benefits through hiring educated and experienced graduates into their workforce. NNSA will be recruiting for 14 new SCEP participants in FY 2008.
- NNSA created a comprehensive summer experience program for more than 25 NNSA summer students, of whom, 60% or more were women and minorities. The included a room-and-boarding program, a student handbook/guide, and orientation. Additionally, students participated in the newly formed NNSA Learning Academy where they engaged in the following workshops: Creating Your Success Path; Building a Network; The Coach's Corner; and Managing Finances. Students also toured the Holocaust Museum to further enhance their understanding of diversity, and participated in a group project that focused on current NNSA business and engineering challenges.

- In FY 2008, NNSA entered into a three-year cooperative agreement with a consortium of Hispanic science and engineering organizations that have a combined membership base of more than 12,000. The purpose of this Hispanic consortium is to develop and nurture an operational pipeline of the future for the NNSA complex. The three-year agreement provides undergraduate, graduate, and post-doctoral students year-round interaction with NNSA laboratories, site offices and headquarters. In addition to substantive work experience, the agreement provides students with mentoring opportunities, professional development, interaction with NNSA leaders and social networking. Over the next three years, more than 100 Hispanic students will participate in the program and directly benefit with employment prospects within the NNSA complex.
- In FY 2008, NNSA provided \$200,000 to the Hispanic College Fund's Hispanic Youth Symposium (HYS) to establish a Symposium in Albuquerque New Mexico and support seven established Symposiums throughout the country. HYS is a three-day, four-night leadership development program focused on encouraging Hispanic high school students to enter into, and complete, college and pursue career opportunities in government, the private sector and nonprofit organizations. NNSA employees participated as role models, mentors, and speakers in Symposiums in Phoenix, Arizona; Fairfax, Virginia; Albuquerque, New Mexico; and Washington, D.C. As a result, NNSA received the 2008 Hispanic College Fund Legacy Award, identifying NNSA as the premier government sponsor of the Symposium.
- NNSA senior staff presented at the "Hispanic Employment Program Managers Summit" held in Chicago, Illinois, in partnership with the National Council of Hispanic Employment Program Managers and U.S. Equal Employment Opportunity Commission (EEOC) Training Institute, 11th Anniversary Examining Conflicts in Employment Law (EXCEL) Conference, which provides a wide variety of training programs to help employers understand, prevent and correct discrimination in the workplace. The EXCEL Conference is the premier training conference for Federal managers, supervisors, and EEO practitioners (EEO counselors, investigators, agency representatives and attorneys, and everyone else interested in EEO issues and the practices that affect Federal employees). This annual EEO conference is sponsored by the U.S. Equal Employment Opportunity Commission, the agency responsible for enforcement of EEO laws in the Federal and private sectors. In keeping with its history, this conference features top-level officials from the EEOC, other federal agencies, and nationally known EEO professionals. The summit featured workshops and plenary sessions for Special Emphasis/Diversity Program Managers that enable mid- and senior-level government employees to enhance their leadership skills.

- NNSA senior staff presented at the DOE Day of Science in Knoxville, TN. The event attracted over 1000 diverse students and faculty representing some 60+ colleges and universities. This year's theme was entitled "Science Accelerated!" and showcased the length and depth of innovative and exciting science topics being explored at DOE and NNSA and their laboratories by way of exhibits. "Science Accelerated!" Also featured a graduate school fair along with careers and student opportunities sponsored by the DOE. A Minority Technical Assistance Workshop for minority educational institutions was sponsored to assist these minority institutions in building capacity and partnerships with DOE and NNSA. These activities combined a unique opportunity for DOE/NNSA program offices and laboratories to express their mission requirements before the nation's brightest minds.

- NNSA senior staff presented at the "*Hispanic Employment Program Managers Summit*" held in Washington, D.C., in partnership with the National Council of Hispanic Employment Program Managers and the League of United Latin American Citizens' (LULAC) Federal Training Institute (FTI). LULAC's FTI is an intensive career development program for government and public sector employees. The summit featured workshops and plenary sessions for Federal Special Emphasis Program Managers and Diversity Program Managers that enable mid- and senior-level government employees to enhance their leadership skills.

- NNSA hosted 12 high school freshmen from the Jemez Pueblo. The Freshman DC Experience is designed around the U.S. government component of the school's curriculum in which Walatowa High School works to incorporate the Jemez Native History, Tribal Sovereignty and Government-to-Government Relationships between tribes and the Federal Government. This component enables students to understand the U.S. Governmental system, and introduces them to the complex relationships between tribes and the U.S. Government. Presenters for the orientation included: NA-10, NA-20, NA-40, NA-61, DOE's Office of Science, and the Office of Energy Efficiency and Renewable Energy. This is the third orientation session that NNSA has conducted for the Jemez Pueblo students.

- The Office of Secure Transportation (OST) has a formal recruitment program for Nuclear Materials Courier positions (Special Agents) that includes strategies for recruiting women and minority applicants who are underrepresented in this job series. The Federal Agent Recruitment Team continues to actively recruit minorities and women through law enforcement conferences and military job fairs and by visiting transition offices and colleges. The following law enforcement conferences were attended or will be attended to recruit minorities and women:
 - Women in Federal Law Enforcement - June 24-26, 2008
 - National Organization of Black Law Enforcement – July 26-31, 2008
 - National Asian Peace Officers Association – August 25-29, 2008

- Hispanic American Police Command Officers Association – September 28- October 2, 2008 and October 7-9, 2008
- National Latino Peace Officers Association (HAPCOA) – October 29-31, 2008

The FY 2008 Federal Agent Candidate Class for Nuclear Material Couriers has 71 participants, of which minorities represent 13%.

- NNSA's Office of Diversity and Outreach has successfully established collaborations for developing scientific curricula with twenty-seven minority-serving institutions of higher education. The collaborations help promote NNSA's mission and workforce development, while increasing student interest in science, technology, engineering and math by providing student internships. These internships provide valuable experience of working on various research and development projects and has a great potential to build a student pipeline for the future workforce at NNSA. In conjunction with these collaborations, NNSA sponsored several Historically Black Colleges and University Summer Interns. Summer Interns worked a ten-week program on projects related to their academic field of study, and the disciplines ranged from engineering to business.
- NNSA supported attendance of NNSA employees at community-based training such as the New Mexico EEO/Diversity Council's Annual EEO Diversity Training and Awareness Seminar, the Diversity Leadership Council's Executive Forum on Diversity, and the Equal Employment Opportunity Commission Albuquerque Training Seminar.
- Each Special Emphasis Program (SEP) sponsors monthly events to recognize, educate, and celebrate NNSA's diversity. The SEPs are provided funding to support program initiatives, training and travel needs. The SEP-sponsored events included Jessica Long, a Paralympic Athlete, (sponsored by the Committee for People with Disabilities); Diane Kie Sanders, keynote speaker and high school Black Student Union step dancers (sponsored by the Black Employment Program); Diane Darling, Founder of Effective Networking, Inc., (sponsored by the Federal Women's Program); guest speaker Antoinette Antonio, news anchor for KOB-TV (sponsored by the Asian American Heritage Program); and guest speaker Bill Resnick from Intel who talked about humor in the work place (sponsored by the Gay Pride Program). SEP members and human resource representatives also participated in various training conferences, targeting women and minorities, and included the annual conferences on American Indian Science and Engineering Society, Blacks in Government, Federal Asian Pacific American Council, Federally Employed Women, League of United Latin American Citizens, and the National Organization for Mexican American Rights.

- A Senior Executive Service (SES) NNSA Hispanic employee presented, with other SES representatives from other Federal agencies, at the annual SES Summit sponsored by the National Organization of Mexican American Rights (NOMAR) conference on SES employment opportunities within the NNSA. In addition, the NNSA EEO and Diversity Manager presented to supervisors and employees on the EEO complaint process.
- As part of community outreach efforts, NNSA also welcomes roundtable discussions with minority organizations such as NOMAR, the Santa Fe and Albuquerque Federal Executive Board Diversity Council, and the New Mexico EEO/Diversity Council to strategize on recruitment and training initiatives that benefit the community at large. Employees from NNSA are active Board and Council members, providing a unique opportunity for NNSA to have open and continuous communication with these organizations, as well as continued personal and professional development.

3. Career Development Opportunities/Mentoring

- NNSA's Chief Learning Officer is developing an "InTeach" program to tap into the tacit knowledge of all NNSA employees. InTeach will use NNSA employees to teach other NNSA employees on a wide variety of subjects and NNSA programs. Any NNSA employee can participate, as a student and/or teacher. The majority of the events taught under InTeach will be digitized, primarily via videotape, and publicized to all NNSA employees through the NNSA Intranet. This provides all employees at the entry, middle, and senior levels opportunities to participate either by attending live sessions or through video.
- The NNSA Chief Learning Office launched a new career path/career option initiative. This initiative provides all NNSA Federal employees with a tool to navigate their career by identifying competencies, skills, knowledge, and relevant experience needed within each career path. The tool showcases development opportunities and available learning engagements to assist individuals build specific competencies. Additionally, the tool blends workforce planning initiatives and emerging career opportunities to assist employees in visualizing different options available within NNSA. Employees can then establish clear career paths that fit individual needs which complement the agency's work force needs. This initiative provides all employees with the ability to manage their career opportunities by matching developmental opportunities with training activities to secure their career of choice.

- NNSA recognizes there must be a variety of developmental opportunities for all employees, to ensure a diverse and capable workforce. In that effort, NNSA began researching a mentee-driven NNSA mentoring program in 2008. The design of the mentoring program is mentee driven in that the developmental needs and objectives are based on the mentee. In addition, this program will provide all employees access to management and senior leaders not typically offered in traditional hierarchies. The mentoring program is also complimented by using a web-based program which will allow for mentoring relationships throughout the nation.
- In FY 2008, NNSA established a Talent and Leadership Development Council. The Council is comprised of NNSA managers and supervisors and is chartered to establish and oversee corporate policy planning and procedures on employee training and development matters. The Council provides recommendation that ensure NNSA's approach to employee development is fair, equitable, and maintains integrity. All Council recommendations are presented to the NNSA Management Council and the Administrator for review and approval.
- NNSA implemented a Demonstration Project Pay Banding Pay for Performance personnel system on March 16, 2008. This pay banding system has a natural developmental element. It allows employees to progress through a pay band, that encompasses several former GS grades, without competing for each grade level within the band. Progression through the pay band is based on employee's performance.
- Future Leaders Program participants are also placed on Individual Development Plans that outline developmental work assignments, projected training opportunities, and rotational assignments or details. Employees under this program receive close monitoring, guidance, and mentoring by senior program officials, technical engineers and scientists relative to their Federal careers. Additional mentoring and career development programs are being explored and formalized on a continuous basis by the NNSA training department.
- The Office of Human Capital Management Services revitalized and redesigned the SCEP program. The week long orientation combined the effort and involvement of the EEO and Diversity Office, and the Office of Public Affairs specifically geared towards the new SCEP class of FY 2008. The program took place the week of August 18, 2008 with information sessions provided by various representatives of the Service Center, a tour of the base, Sandia and Los Alamos Laboratories, a dress-for-success segment on appropriate office attire, and lunches sponsored by NNSA's Management Team and the Special Emphasis Program Managers. A SCEP Team consisting of human resources, public affairs, and EEO staff members has been established to support/promote a successful SCEP program. In addition, a SCEP guidebook was developed for supervisors and mentors describing roles and responsibilities.

- Special Emphasis Program (SEP) Managers and members also promote participation in career developmental opportunities as well as participate on Career Developmental Program Ranking/Rating/Selection Panels.
- The Mid-Level Leadership Development Program (MLDP) was implemented by NNSA in FY 2006, and is one tool the NNSA developed to build a pool of diverse and qualified personnel who are prepared to assume leadership roles in the organization. The MLDP does not guarantee career advancement or career change without competition; however, the program may increase the skills of the individual and could result in additional career development opportunities. During FY 2006, 20 NNSA employees were competitively selected to participate in the Mid-Level Leadership Development Program (MLDP). Of these 20, 70% were women and minorities and 16 participants completed the program in December 2007.
- In FY 2008, the Office of Human Capital Management Services, Learning and Career Development Department announced the following development opportunities. The percentage of women and minorities participating in these developmental programs are listed on the attached charts titled Formal Agency Career Development Programs and Formal Government-Wide Career Development Programs

Formal Government Wide Programs:

- ❖ Two sessions for the Aspiring Leader program (ALP), offered by the USDA Graduate School, to GS-5 to GS-7 level. The Aspiring Leader Program prepares federal employees to be team leaders, supervisors, and managers by strengthening basic competencies and managerial skills such as oral and written communication, interpersonal skills, self-direction, customer service, flexibility, leadership, problem solving, and decisiveness.
- ❖ Two sessions for the New Leader Program (NLP), offered by the USDA Graduate School, were announced. The NLP is a six-month leadership development program designed to develop future public service leaders by providing a solid training and development foundation of leadership skills and team building, which are enhanced by agency development experiences. This program is open to employees at the GS 7-11 levels who have recently entered leadership positions or have a high potential for leadership.
- ❖ The Executive Leadership Program (ELP), offered by the USDA Graduate School was announced. The ELP is a nine-month nationwide program for individuals at the GS 11-13 levels who have little or no supervisory experience. The ELP provides residential training, developmental work experiences, needs assessment and career planning tailored to the federal environment, providing skills, experience and exposure to help candidates move to a higher level. The ELP core curriculum offers courses based on OPM's Personnel Management's Leadership Effective Framework (LEF) a model used for effective leadership/managerial performance. The program helps to acquire or enhance the LEF competencies needed to become a successful government leader and manager.
- ❖ The Executive Potential Program (EPP), offered by the USDA Graduate School was announced. The EPP is a yearlong competency-based leadership program designed to develop senior-level public service employees into more effective leaders. The program is based on the Office of Personnel Management's Executive Core Qualifications (ECQs) and the Graduate School, USDA's Leadership Effectiveness Inventory (LEI).
- ❖ The Sandia National Weapons (SNL) Weapon Intern Program (WIP) participants at NN-03 and NN-04 (Equivalent to the GS-12 to GS-14, non-supervisory levels) acquire a broad understanding of stockpile stewardship by studying both the history and the current mission of the Nuclear Weapons Program. The program prepares participants for critical positions and leadership roles in the nuclear weapons arena. The program aims to make students aware of the partnerships required to deliver a weapons product and the complexity associated with weapons processes, design considerations, and tradeoffs in weapons design. Through a blending learning approach, project assignments, mentors, and site visits to nuclear weapons facilities, the following program objectives describe the expected knowledge gained by the interns upon completion. The eight general areas are: Stockpile Weapons; Surety

Principles; Subsystems and Components; Modeling and Simulation; Stockpile Support; Sandia Labs and Technical Business Practices; Information and Knowledge Management; and Nuclear Weapons Community.

- ❖ The DOE Chief Financial Officer (CFO) Program is a new management and executive development program for the department's financial staff at the Pay Band III and Pay Band IV (GS-14 and GS-15 equivalent) for the next generation of key managers and executives in the financial community at the Department of Energy. The program was announced to accept applications for the Spring 2008 CFO Fellows Program. The program is geared for employees to broaden their financial experience, strengthen their management skills, connect with decision makers, and increase their visibility in the Federal financial community. This is the only development program focused specifically on our future leaders in the financial community in the Department of Energy.
- ❖ Senior Executive Fellows Program (SEF) offered by the Harvard John F. Kennedy School of Government Executive. This Program is designed to help senior executives develop integrated skills of strategy and leadership. It provides participants with effective tools needed to adopt a strategic leadership role that will enable them to look at issues from new perspectives and generate a wider range of possible solutions. The program focuses on skills associated with the Office of Personnel Management (OPM) executive core qualifications (ECQs) and is designed for federal government employees at the GS-14/GS-15 levels and their military counterparts.
- ❖ Federal Executive Institute Leadership for a Democratic Society is a four-week program designed for GS-15 and Excepted Service members. This program brings together managers and executives from other federal agencies around the country for a unique residential learning experience. The objective is to help agencies in the development of their career executive corps and linking individual's development to improve agency performance.
- ❖ Excellence in Government Fellows Program is a leadership development program and is administered by the Council for Excellence in Government. Fellows attain leadership and management skills and learn to lead people, communicate effectively, form partnerships, remain focused and flexible in changing work environments, and achieve important results. Fellows leave the program knowing how to: formulate a vision consistent with an agency's mission; set goals and take actions towards achieving them; and measure and achieve results in complex environments. During the program, participants will continue in their present positions and perform their normal duties. This program is designed for federal employees at the GS-14 and GS-15 levels. Exceptional managers at the GS-13 level may also apply.

- ❖ National Security Studies Programs – Industrial College of the Armed Forces is to prepare selected military and civilian for strategic leadership and success in developing our national security strategy and in evaluating, marshalling, and managing resources in the execution of that strategy. This program is designed for federal employees at the GS-14 and GS-15 levels.

- ❖ National Security Studies Program – National War College focuses on national security, international security, strategic planning, and defense policy and strategy. It conducts a senior-level course of study in national security policy and strategy. ICAF conducts executive-level course of study dealing with the resource component of national power, with special emphasis on materiel acquisition and joint logistics, and their integration into national security strategy for peace and war. This program is designed for federal employees at the GS-14 and GS-15 levels.

FEORP: Participants in Formal Government-Wide
Career Development Programs
FY 2008

Race/National Origin and Gender	GS 1-4		GS 5-8		GS 9-12		GS 13-15		Senior Pay	
	#	%	#	%	#	%	#	%	#	%
*Overall Total	0	0	1	100	1	100	24	100	8	100
**Total Men							17	71	5	63
***Total Women			1	100	1	100	7	29	3	38
Total Blacks					1	100	4	16		
Black Men							1	4		
Black Women					1	100	3	13		
Total Hispanics							3	13		
Hispanic Men							2	8		
Hispanic Women							1	4		
Total Asian/Pacific Islanders									4	50
Asian/Pacific Islander Men									2	25
Asian/Pacific Islander Women									2	25
Total Native Americans			1	100			1	4		
Native American Men							1	4		
Native American Women			1	100						

**Includes white males and females. Totals may not add up to 100% due to rounding.*

***Includes white males and females.*

****Includes white males and females.*

FEORP: Participants in Formal Agency
Career Development Programs
FY 2008

Race/National Origin and Gender	GS 1-4		GS 5-8		GS 9-12		GS 13-15		Senior Pay	
	#	%	#	%	#	%	#	%	#	%
*Overall Total	11	100	13	100	20	100	0		7	100
**Total Men			8	61.5	7	35			6	85.7
***Total Women	11	100	5	38.5	13	65			1	14.3
Total Blacks	1	100	0		7	100				
Black Men					3	42.8				
Black Women	1	100			4	57.2				
Total Hispanics	5	100	2	100	4	100			1	100
Hispanic Men			2	100	1	25			1	100
Hispanic Women	5	100			3	75				
Total Asian/Pacific Islanders	0		2	100	2	100				
Asian/Pacific Islander Men			1	50						
Asian/Pacific Islander Women			1	50	2	100				
Total Native Americans	4	100	1	100	0					
Native American Men										
Native American Women	4	100	1	100						

*Includes white males and females. Also includes 32 Future Leaders Program participants (20 GS 9-11 and 12 GS 5-8); and 13 Student Career Employment Program participants (12 GS 1-4 and 1 GS 5-8).

**Includes white males and females.

***Includes white males and females.