

Federal Equal Opportunity Recruitment Program Plan Certification – Fiscal Year 2009

I certify that the above named agency: (1) has a current Federal Equal Opportunity Recruitment Plan (FEORP) and the program is being implemented as required by Public Law 95-454, and subsequent regulations and guidance issued by the Office of Personnel Management; (2) that all field offices or installations having less than 500 employees are covered by a FEORP plan; (3) that all field offices or installations having 500 or more employees are covered either by this plan or by a local plan; and (4) that such plans are available upon request from field offices or installations.

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Federal Equal Opportunity Recruitment Program
Accomplishment Report
Fiscal Year 2009

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 2,673 in FY 2008 and 2,715 in FY 2009, of which women and minorities made up 50 percent of the total workforce. This represents a zero percent change from FY 2008.

1. Workforce Planning

Human Capital Management Strategic Plan

The NNSA's Human Capital Management Strategic Plan includes strategies to recruit and retain a highly qualified and diverse workforce. Significant workforce succession problems are anticipated in the near future due to an aging workforce. As of September 12, 2009, the average age was 46.2 years. In addition, 13.7% employees are eligible to retire immediately and 29.0% will be eligible to retire by September 12, 2013. To address loss of critical leadership and technical skills, the NNSA is utilizing strategic workforce planning to assess organizational staffing levels and align employee skills to critical job requirements.

Hiring Status

The National Nuclear Security Administration was under hiring restrictions during a large portion of FY 2009. Despite these restrictions, hiring efforts this last year included 213 new hires. The NNSA has been successful in utilizing the Future Leaders Program (FLP) as an important recruitment tool to address current and projected skills gaps identified in the succession planning process. This last year, the FLP yielded 30 new and diverse external hires to the agency. In addition, NNSA hired 8 students under the Student Career Experience Program (SCEP) to address future succession concerns (refer to the Recruitment Section on FLP and SCEP diversity workforce statistics). Both the FLP and the SCEP will be used in FY 2010 as key recruitment tools to attract and improve the agency's diversity population. It is anticipated that external hiring opportunities under the FLP will result in approximately 30 new hires for FY 2010, and the FLP recruitment will include a mix of developmental opportunities in professional engineering, scientific, and business-related fields. NNSA plans to continue hiring SCEP employees using this authority. The SCEP recruitment will include positions involving a

mix of functional areas such as business, accounting and budget, human resources, legal, public affairs, clerical, and engineering.

Demonstration Project Pay Banding/Pay for Performance Personnel System

The NNSA implemented a Demonstration Project Pay Banding/Pay for Performance personnel system March 16, 2008. 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. The first year evaluation of the DEMO Project is currently being conducted. Although the final data analysis is not complete, it is anticipated that this pay system will help attract highly qualified, diverse applicants for future job opportunities within the NNSA.

Workforce Training Needs

NNSA employees utilize a comprehensive software training workflow program and employee self-service individual development plans to identify training needed to meet training requirements and skill gaps. This information is used as input to the Annual Training Needs Assessment. During this process, mission critical occupational competency gaps, mission critical performance issues, and competency gaps in the developmental areas are collected. The individual and organizational training data is analyzed and training is procured and delivered to meet the identified gaps.

NNSA has also assessed developmental programs offered in the past and is currently offering career developmental programs that provide opportunities at all grade levels. In FY09, NNSA offered fourteen developmental opportunity programs at all grade levels across NNSA. These opportunities will be offered again in FY 2010. DOE's Enterprise Training System (ETS) conducts annual training needs assessments, which is an evaluation of the department's training needs, based on critical drivers, strategic and organizational goals, workforce performance, and operating policies and procedures. The ETS is responsible for a systematic approach to planning, funding, implementing, delivering, and improving training for NNSA and its' employees. The ETS, historically, has used a well-established, systematic approach that takes into account organizational, occupational, and individual training needs; changing mission needs and priorities; customer requirements and expectations; and direction provided by various strategic drivers, such as Human Capital Management Standards, and Strategic Plan(s). Training needs are analyzed from employee requests, individual development plans, and organizational requests. Training is then procured and delivered to all employees.

Formal Exit Interviews

Formal exit interviews with departing employees are not mandated to capture the employees' reason for leaving employment with NNSA. However, Human Resource Consultants followed up with departing employees that raised issues concerning their employment to identify and/or correct any real or perceived trends and/or address barriers conducive to good management-employee relations. NNSA is also in the initial planning stages of establishing a formalized process for exit interviews which will include a follow-up plan.

Equal Employment Opportunity, Diversity, and Inclusion Strategic Framework

In 2009, NNSA began implementing its corporate EEO, Diversity, and Inclusion Strategic Framework led by NNSA's Office of Diversity and Outreach (ODO) staff. ODO also developed, and submitted for HQ approval, a newly designed charter and structure for the corporate NNSA Administrator's Council for Strategic Diversity Leadership. This strategic framework is designed to support the transformation of NNSA into a more diverse and inclusive workplace, and to support the NNSA's Employer of Choice initiative.

DOE Diversity Framework and Strategic Plan

NNSA is also participating in the development of the *DOE-wide* Diversity Framework and Strategic Plan. Team representation includes DOE/NNSA-wide EEO and Diversity Managers and the Office of Human Capital Management personnel. The Diversity Framework outlines 10 areas that have initially been identified as the thematic areas for the Diversity Strategic Plan. The areas of focus include: 1) Leadership and Management Commitment; 2) Alignment with Strategic Plans; 3) Accountability; 4) Diversity, Outreach and Recruitment; 5) Succession Planning; 6) Employee Involvement; 7) Diversity Training (competency integration from entry to SES); 8) Diversity Measures, Indicators and Metrics; 9) External Partnerships; and 10) Employee Development and Retention.

2. Recruitment and Community Outreach

Total number of Women and Minorities

The NNSA hired 213 new employees in FY 2009. This raised the total number of women and minorities within NNSA from 1,346 in FY 2008 to 1,367 in FY 2009.

Total Promotions and Percentages of Women and Minorities

NNSA promoted a total of 148 employees of which 16 (11%) were minorities and 44 were women (30%).

Recruitment Sources

Current NNSA vacancy announcements state NNSA is an Equal Employment Opportunity Employer and accepts applications from a broad spectrum of the potential workforce. Recruitment announcements for the Student Career Experience Program were formulated to reach a diverse group of applicants. Special posters, informational brochures and pamphlets are also utilized to aggressively market the NNSA Future Leaders Program. These tools were designed to reflect all racial, national origin groups and both sexes. In addition to covering the NNSA mission and position requirements, these tools include information on qualification requirements, pay, recruitment incentives, developmental promotion opportunities, and the full spectrum of federal employee benefits. These tools will be disseminated during future participation in conferences and job fairs in FY 2010 recruitment efforts.

On a case-by-case basis, NNSA uses paid advertising in recruitment efforts for difficult to fill, highly specialized technical positions. Paid advertising is also used on difficult to fill positions such as fire protection positions. In FY 2009, one job opportunity was posted in the Official Magazine of the Society of Fire Protection Engineers. The selectee for this position was someone who applied in response to seeing the NNSA advertisement.

NNSA's Office of Secure Transportation (OST) has a formal recruitment program for Federal Agents (Nuclear Materials Courier positions) that includes strategies for recruiting female applicants who are underrepresented in this job series. Job opportunities for the position of Federal Agents are regularly posted by NNSA using media involving input into technical journal websites or distribution of flyers. These sites include the National Organization of Black Law Enforcement Executives, Hispanic American Police Command Officers Association, National Latino Peace Officers Association, National Asian Police Officers Association, Women in Federal Law Enforcement, and Women in Policing. Over the past 10 years, NNSA's OST have been successful in reaching numerous individuals and are now a recognized source of employment. NNSA has also significantly increased the number of minorities in the last 10 years since attending these recruitment and job fairs. Recruitment for Federal Agents is projected at approximately 40 new positions for FY 2010.

Managers within NNSA also participate in local community events and meet with representatives of special interest groups interested in enhancing equal employment opportunity. Managers also work with NNSA's Office of Human Capital Management officials to attend recruiting events and career fairs. For

example, during the recent Albuquerque Hispano Chamber of Commerce/Department of Defense Kirtland Air Force Base-sponsored Job Fair, key technical experts from within NNSA's Office of Technical Services and Sandia Site Office attended to provide the NNSA perspective to interested participants. This particular event was an overwhelming success with over 1,000 attendees.

Future Leaders Program (FLP)

The NNSA FLP was established in 2005 and continues to attract qualified candidates from diverse backgrounds. The FLP is a two-year structured federal career intern program designed to develop competencies and leadership skills of promising candidates. Selected candidates have completed either an undergraduate or graduate degree in engineering or basic science, or a graduate degree in a non-technical field. Once hired through the Federal Career Intern Program Hiring Authority (Schedule B appointments), program participants experience challenging work assignments, a top of the line mentoring program, rotational assignments, and an aggressive internal training program. Upon successful graduation, they are non-competitively converted to career-conditional appointments. In past years, the FLP involved aggressive, targeted outreach recruitment efforts at Historically Black Colleges and Universities and Hispanic Association of Colleges and Universities. Similar recruitment efforts are projected for FY 2010. As a result of these efforts, 143 FLP employees have been hired. It is anticipated that external hiring opportunities under the FLP will result in 31 new hires for FY 2010. Diversity statistics from FY05 to FY09 are provided below:

- FY 2009, NNSA hired 30 employees. Of the FY 2009 FLP hires, minorities and women represent 70%.
- FY 2008, NNSA hired 32 employees. Of the FY 2008 FLP hires, minorities and women represent 75%.
- FY 2007, NNSA hired 24 employees. Of the FY 2007 FLP hires, minorities and women represent 79%.
- FY 2006, NNSA hired 30 employees. Of the FY 2006 FLP hires, minorities and women represent 70%.
- FY 2005, NNSA hired 27 employees. Of the FY 2005 FLP hires, minorities and women represent 64%.

Student Career Experience Program (SCEP)

The SCEP benefits both the agency and the student. The Program provides the agency an avenue for bringing a diverse group of high achieving students into the workforce while giving managers the ability to evaluate the students' performance in real work situations. Students benefit by gaining year round employment, flexible work schedules, meaningful work assignments, and an

opportunity to gain exposure to public service while enhancing their educational goals and shaping their career goals. The SCEP is a great tool for helping agencies meet their workforce needs by hiring entry-level employees who will be eligible for conversion to a permanent appointment upon completion of their education and work requirements.

The Office of Human Capital Management Services' recruitment and training teams work together to provide training opportunities, new employee orientation, and educational tuition assistance for SCEP employees. Each training opportunity must meet the competencies and/or qualifications necessary for each student's target position. The SCEP requirements are outlined in a formal Student Career Experience Program Guidebook developed by the NNSA Service Center. As the students come on board, the Office of Human Capital Management Services provides the students with a new employee and program orientation, information on the department's mission, employee benefits, training opportunities and an opportunity to get acquainted with their supervisor and mentor. The students are allowed \$4,000 in position specific educational tuition assistance each year while they are in the program. Each training opportunity approved must meet the competencies and/or qualifications necessary for each student's target position. The length of the program is dependent of various elements, i.e., the grade level each student was hired at and the target position grade level and length of time the student needs to complete all required training. Students are eligible to remain in the program for a maximum of 4 years.

NNSA has hired 36 SCEP employees since FY 2007. It is anticipated that SCEP hiring authority will continue to be used in FY 2010. Diversity statistics follow:

- FY 2009, NNSA hired 8 employees. Minorities and women represent 100%.
- FY 2008, NNSA hired 13 employees. Minorities and women represent 100%.
- FY 2007, NNSA hired 15 employees. Minorities and women represent 93%.

Summer Student Intern Program

NNSA's Summer Student Intern Program is designed to bring students together, who are completing various educational experiences and have diverse backgrounds, to learn and hone skills necessary to be agile and productive employees in a new and growing global economy. The Program introduces students to NNSA organizational elements and provides them with an opportunity to work, side-by-side, with NNSA leaders and sponsors in order to meaningfully engage and contribute to the work of various NNSA organizations. This is the second year of operation for the summer student

intern program. In 2008, 25 students participated in this Program at NNSA HQ. Minorities and women represented 68% of the total population. In 2009, a total of 42 students participated at NNSA HQ, a 68% increase from 2008. Two of the 42 students were sponsored by the Hispanic College Fund, a new partnership established in 2009 with the NNSA; and four students represented Historically Black Colleges and Universities. Minorities and women represent 88% of the total student program.

Student Learning Academy

To help the students maximize their opportunity to learn and grow personally and professionally, NNSA created a NNSA Student Learning Academy (known as The Academy). The Academy has four distinct components that enhance and facilitate learning:

- Life Skills Workshops
- Action Learning Teams – Team Projects
- Learning Exchange with Leaders
- Group Engagement

NNSA's goal for the Student Learning Academy is to provide interns a series of learning engagements that will help enhance a student's professional experience, and prepare them for career opportunities in the government, non-private sector, or private industry. NNSA believes that a student should expect a comprehensive experience that has an immediate utility.

Hispanic Consortium

In an effort to establish, develop and nurture an operational talent pipeline of the future, NNSA entered into a three-year cooperative agreement (2008) with a consortium of Hispanic science and engineering organizations that have a combined membership base of more than 12,000. The three-year agreement provides undergraduate, graduate, and post doctoral students year-round interaction with NNSA laboratories, site offices and NNSA 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 are expected to participate in the program, thereby providing them with additional employment opportunities within the NNSA.

Hispanic College Fund - Hispanic Youth Symposium (HYS)

NNSA sponsored the HYS held throughout the country, in partnership with the Hispanic College Fund, public sector, private industry, non-profit

organizations, educational institutions, and community organizations. HYS is a three-day, four-night leadership development program that serves to ensure that students selected by their high schools, who can make it *in* college make it *to* college; encourage the pursuit of higher education; instill pride in the Latino culture; reduce the Hispanic dropout rate; provide students with scholarships to attend college; and, promote career opportunities in government, the private sector, and non-profit organizations. NNSA employees served as motivational speakers, role models and mentors for HYS participants held at Towson University, Towson, MD; George Mason University, Fairfax, Virginia; and the University of New Mexico, Albuquerque, New Mexico. In FY 2008, NNSA provided \$200,000 to the Hispanic College Fund's HYS to establish a Symposium in Albuquerque, New Mexico.

Hispanic Employment Program Managers Summit: U.S. Equal Employment Opportunity Commission (EEOC) Training Institute, 12th Anniversary Examining Conflicts in Employment Law (EXCEL) Conference

NNSA senior staff presented at the "*Annual Hispanic Employment Program Managers Summit*" held in New Orleans, Louisiana, in partnership with the National Council of Hispanic Employment Program Managers and EEOC Training Institute, 12th Anniversary EXCEL Conference. The EXCEL Conference is the premier training conference for Federal managers, supervisors, and EEO practitioners. 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 on EEO Case Updates, including the Amended American with Disabilities Act.

Hispanic Employment Program Managers Summit: 80th League of Latin America Citizens Convention and Exposition

NNSA senior staff presented at the "*Annual Hispanic Employment Program Managers Summit*" held in San Juan, Puerto Rico. NNSA presented, in partnership with the National Council of Hispanic Employment Program Managers and the League of United Latin American Citizens' Federal Training Institute, an intensive and structured career development program for government and public sector employees. The summit featured workshops and plenary sessions for Federal Special Emphasis/Diversity Program Managers that enable mid- and senior-level government employees to enhance their leadership and professional skills.

Second Annual Federal Hispanic Career Advancement Summit

NNSA staff joined with several Federal agencies in making the Second Annual Federal Hispanic Career Advancement Summit in Arlington, VA a

success. The Summit aimed to address the shortage of Hispanics in senior executive and management positions in the Federal Government. The Summit also focused on providing management insights, skills training and other career opportunities to help government employees maximize their potential. Career and leadership workshops were provided to attendees, with valuable insights to develop strong management skills and prepare them for senior positions in the federal sector. The summit provided training on Building Coalitions, Business Acumen, Fundamental Competencies and Executive Coaching; and, featured prominent federal executive keynote speakers, career workshops, and executive training sessions.

2009 Summer NNSA Faculty and Student Team (FaST) Program at BNL

NNSA partnered with DOE's Brookhaven National Laboratory's (BNL) Office of Educational Programs (OEP) to bring the Native American Faculty and Student Team (FaST) Program to BNL. The collaboration developed a unique FaST Program to match and satisfy the needs of the tribal colleges and universities to further build their institutional capacity or to identify suitable Native American faculty and students to increase their research capabilities by participating in OEP summer programs and working with BNL researchers.

In 2009, OEP recruited one Native American professor and three Native American students from Oklahoma State University to participate in FaST and Science Undergraduate Laboratory Internship (SULI) programs. Although this NNSA/BNL collaboration is primarily a FaST program, prior authorization was given by NNSA to proceed and recruit a student for the SULI program. OEP subsequently hosted one professor and two students in the FaST program, who began June 1, 2009 and completed the program on August 7, 2009. All students presented posters at the Poster Sessions and two students presented orally in the Summer Symposium, which was part of the Closing Ceremonies August 5-6, 2009. During the internship period, students attended written and oral communication workshops, brown bag lunch sessions, a math workshop, lectures given by BNL scientists, and lab tours to major BNL research facilities. The students also attended a graduate school admission panel session discussing the following topics: How to Get Admitted into Graduate School, Differences between Graduate School and Professional School, and Graduate School Funding. OEP Exit Surveys indicate the SULI program had a significant impact to their research studies because of their experience at BNL.

Strategic Tri-Laboratory Tribal Technical Team (ST⁴)

NNSA created the Strategic Tri-Laboratory Tribal Technical Team to work collaboratively with three NNSA laboratory directors for the purpose of

providing technical assistance towards tribal energy efforts. The main focus is to utilize the laboratories' existing capabilities in the areas of energy security, national security, and systems modeling.

NNSA Minority Serving Institution (MSI) Program

From Fiscal Year 2005 to present, NNSA has awarded approximately 43 grants to more than 30 Historically Black Colleges and Universities, Hispanic Serving Institutions, and Tribal Colleges totaling over \$90 million. The MSI program's primary focus is to engage the academic institutions in NNSA mission driven activities and collaborative research projects within the NNSA laboratories and site offices, and develop the future workforce by attracting and retaining MSI graduates.

Since its inception in 2007, approximately 165 minority students have completed the NNSA's Summer Intern Program. This is a ten-week paid internship program designed specifically for MSI colleges and universities. The students work at various locations within NNSA, its National Laboratories, and several small businesses in the Washington, D.C. area. Students, with disciplines in the areas of Mathematics, Biology, Engineering, Physical Science, Communication, Information Technology, Computer Science and Earth Science, are subsequently matched with their curriculum to gain work experience and insight into their field of study. This program is used as a recruiting tool to diversify the work population.

Other Community Outreach Activities

NNSA participates in numerous community activities or recruitment conferences focusing on minorities. NNSA's participated in the following career information programs and community outreach activities during FY09:

1. Central New Mexico Community College Career Information Program, Albuquerque, New Mexico (NM)
2. University of New Mexico (UNM) Career Information Program
3. Congressional Job Fair
4. Partnership for Public Service Job Fair
5. Washington Post Job Fair
6. UNM Scientific and Professional Job Fairs
7. UNM Hispanic Engineering and Science Organization Career Fair
8. NM Black Exposition
9. Albuquerque, NM Hispanic Chamber of Commerce Recruitment Fair
10. NM Federal Executive Board Career Fair
11. NNSA also sponsored a one-hour seminar entitled "Navigating USAJobs," and included a question-and-answer period. Survey results regarding the usefulness of the presentation yielded favorable responses. NNSA received an average of 4.5 on a scale of 1 to 5; with 5 being a rating of

extremely useful. This job fair included over 1,200 attendees and each seminar was filled to capacity.

3. Career Development Opportunities/Mentoring

NNSA-Wide Initiatives

The Department encourages agency managers to consider establishing and recruiting for developmental positions to support workforce and succession planning initiatives. From an operational level, NNSA's Human Resources Consultants provide technical advice and council to NNSA managers in exploring options to establish new, or restructure recently vacated senior level positions, to provide developmental opportunities. These positions involve a mix of critical functional areas such as business, accounting and budget, human resources, legal, public affairs, clerical, and engineering.

Presently, the NNSA is participating on a special interagency project (with the Partnership for Public Service, the Environmental Protection Agency, and National Aeronautics and Space Administration) to explore opportunities to improve the recruitment of critical positions at the entry level within the acquisition field. Developmental positions are considered viable recruitment and placement strategies and customers are encouraged to establish new, or restructure existing positions to pursue entry level recruitment.

NNSA's Demonstration Project Pay Banding Pay for Performance personnel system also has a natural developmental element, because it allows an employee to progress through a pay band that encompasses several former General Schedule grades without competing for each grade level within the band. Progression through the pay band is based on employee's performance.

NNSA Mentoring Program

The NNSA has a mentor program that motivates employees to pursue higher education and federal careers. In FY09, NNSA implemented a mentoring program to be used as a means to cultivate, preserve, and transfer knowledge among the NNSA employees. The program will help foster personal connections between a mentor and the participant, set goals and provide learning opportunities that are focused on the needs of the participant. The program utilizes current online and interactive tools to develop communication and establish relationships and opportunities to network with someone they may not ordinarily be able to meet. For FY 2010, NNSA is researching the possibility of implementing a mentor program specifically for the interns working at NNSA.

The "Yes We Can" Series

The “Yes We Can” Series is a motivational employee empowerment campaign sponsored by NNSA to effect positive change personally and professionally. This is done through a series of brown bag motivational dialogues that address federal employee success factors, including accountability, trust, integrity, teamwork, career success, motivation, public service, and a special topic on leadership featuring NNSA’s Principal Assistant Deputy Administrator for Military Application. These dialogues support our efforts to foster a safe, positive, and equitable work environment that values and utilizes everyone’s unique skills, abilities, backgrounds, value systems, and perceptions of the world.

Blacks in Government Chapter

NNSA partnered with DOE’s Blacks in Government Chapter to provide a resume writing training workshop for NNSA employees. In addition, NNSA, DOE and BIG sponsored a forum at the BIG National Training Conference in Baltimore, MD. The forum gave the agency the opportunity to showcase its employees’ talent at the training conference. Approximately 50 employees participated in the day-long event.

Formal Government-Wide Programs

NNSA’s Leadership and Career Developmental Programs are advertised to all employees and target a particular pay band level. At the beginning of each fiscal year, the NNSA Talent and Leadership Development Council reviews and determines which leadership programs to sponsor and the number of program participants. Decisions are based on budget, workforce competency data, and succession planning analysis. NNSA’s Learning & Career Development Department acts as the focal point for NNSA approval, funding, and management of the programs.

Program announcements are then transmitted via email to all employees. Interested employees, in turn, will submit a formal application (endorsed by their chain of command) which are then scored on the rating scale specific to that developmental program by a group of panel members selected by the Learning and Career Development Department and approved by NNSA Senior Management. The Panel is comprised of subject matter experts who are at, a minimum, one grade higher than the program applicants. An EEO representative also participates to ensure applications are rated fairly and equally. A recommendation is then forwarded to NNSA’s Talent and Leadership Development Council for approval. In FY 2009, NNSA’s Office of Human Capital Management Services, Learning and Career Development Department announced the following development opportunities:

- ❖ Two sessions for the Aspiring Leader Program (ALP), offered by the USDA Graduate School, to GS-5 to GS-7 level. The ALP 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, and NNSA received one application. 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 to GS-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. Twelve candidate nominations were received for this training opportunity. The ELP is a nine-month nationwide program for individuals at the GS 11 to GS-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. Four candidate nominations were received for this training opportunity. The EPP is a year-long, 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 and the Graduate School, USDA's Leadership Effectiveness Inventory.
- ❖ The Sandia National Laboratories (SNL) Weapon Intern Program (WIP) accepts participants at NN-03 and NN-04 (Equivalent to the GS-12 to GS-14, non-supervisory level). Purpose is to 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, eight program objectives describe the anticipated intern knowledge and experience: Stockpile Weapons, Surety Principles, Subsystems and Components, Modeling and Simulation, Stockpile Support, SNL and Technical Business Practices, Information and Knowledge Management, and the Nuclear Weapons Community. One candidate nomination was received for this training opportunity.

- ❖ 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 within the Department of Energy. No candidate nominations were received for this training opportunity.
- ❖ Senior Executive Fellows Program, 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. Eight candidate nominations were received for this training opportunity.
- ❖ 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. Within an overarching emphasis on our government's constitutional framework, themes dealing within the program are personal leadership, organizational transformation, policy, and global perspectives. Eight candidate nominations were received for this training opportunity.

- ❖ Excellence in Government Fellows Program is a leadership development program 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. No candidate nominations were received for this training opportunity.

- ❖ 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. One candidate nomination was received for this training opportunity.

- ❖ National Security Studies Program – National War College (NWC) 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. The NWC conducts executive-level courses 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. Three candidate nominations were received for this training opportunity.

Formal Agency Programs

- ❖ The Technical Qualification Program (TQP) specifically applies to individuals whose duties and responsibilities require them to provide assistance, guidance, direction, or oversight that could affect the safe operation of a defense nuclear facility, including evaluation of contractor activities at those facilities. The TQP does not restrict employees based on diversity. The corporate TQP is designed to achieve the following goals:
 - In alignment with mission priorities to ensure relevance and practicality;
 - Rigorous to ensure and demonstrate technical personnel possess necessary capabilities to effectively perform their work;

- Consistently implemented to support qualification process for participants;
 - Dynamic to incorporate continuous improvements through responsiveness to feedback;
 - Cost effective to focus on positions and capabilities with potential to directly impact the safe operation of NNSA defense nuclear facilities.
- ❖ Future Leaders Program, a 2-year program designed to develop competent professionals to ultimately manage programs and projects within the NNSA, including managing national defense weapons related programs at both nuclear and non-nuclear facilities while helping to strengthen national security. The FLP provides experiences that will build and strengthen employees' technical knowledge as it applies to real world problems in actual work situations. 30 external applicants were selected to participate in this program.
 - ❖ Student Career Experience Program (SCEP), a component under the Office of Personnel Management's Student Education Employment Program. The SCEP provides federal employment and learning opportunities to students who are enrolled or accepted for enrollment as degree seeking students taking at least a half-time academic, technical, or vocational course load in an accredited high school, technical, vocational, 2 or 4 year college or university or graduate or professional school. Eight external applicants were selected to participate in this program.
 - ❖ The Leadership Development Institute (LDI), offered by the DOE National Training Center (NTC) is course is designed for GS-13 to GS-15 whose work-mission targets the Safety and Security disciplines. Attendees must demonstrate they have a successful career with DOE and desire advancement to an upper-level leadership position in the Department. The LDI offers a curriculum steeped in tenets of the Office of Personnel Management's Executive Core Qualifications and provides an opportunity for students to not only learn from theoretical information imparted, but to demonstrate their understanding of the theory they have been exposed to by providing an avenue to "work the problem" as well. Practical application opportunities occur during the in-residence portion of the Institute through a case study and game tailored to reflect real-life challenges typical to DOE, and through the Leadership Challenge, a student-driven post-event activity relevant to the student's particular jobsite. The 2009 session has been put on hiatus by the NTC and no other sessions are advertised at this time.
 - ❖ The Management Development Institute, offered by the DOE NTC is a course designed for GS-12 to GS-14s, with an emphasis on managers who have contractor oversight responsibilities. The curriculum will include Performance Management, Finance/Budgeting, Risk Management, Communication, and

Teambuilding, as they relate to contractor oversight responsibilities. The 2009 session has been put on hiatus by the NTC and no other sessions advertised at this time.

- ❖ The Nuclear Executive Leadership Training (NELT), announced and offered by the DOE NTC is a course designed to provide supplemental training to senior federal employee to improve their capability to fulfill safety and leadership responsibilities, primarily within the Department's defense nuclear complex. The target audience for this training includes DOE and NNSA senior managers, such as Site Office Managers and Deputy Managers, HQ Senior Managers. Ten candidates were selected to participate in this program.
- ❖ NNSA/LCDD and the ETS supported/hosted the Acquisition Career Development Program by providing the following training instances:
 - CON100: Shaping Smart Business Arrangements
 - Federal Financial Assistance
 - Federal Financial Assistance Cost Principles
 - IS Auditing
 - Implementing Internal Controls
 - Acquisition Strategy & Planning
 - Introduction to Financial Management
 - CON204 Intermediate Contract Pricing
 - IND100 Contract Property Administration & Disposition Fundamentals
 - IND 200 Intermediate Contract Property Administration & Disposition
 - COR for Support Services
 - COR for Support Services Refresher
 - COR for M&O
 - COR for M&O Refresher
 - Performance-Based Statements of Work
- ❖ NNSA/LCDD and the ETS supported/hosted the Project Management Career Development Program by providing the following training instances:
 - Project Management
 - Understanding Project Management
 - NEPA and Environmental Laws & Regulations
 - Project Management Essentials
 - Cost & Schedule Estimation
 - Federal Budget Process
 - Leadership/Supervision
 - Acquisition Strategy & Planning
 - Integrated Safety Management
 - Earned Value Management
 - Project Risk Management and Analysis

**Participants in Formal Government-Wide
Career Development Programs
FY 2009**

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	19	100	5	100
**Total Men	0	0	1	100	0	0	15	79	4	80
***Total Women	0	0	0	0	1	100	4	21	1	20
Total Blacks	0	0	1	100	0	0	3	16	0	0
Black Men	0	0	1	100	0	0	3	16	0	0
Black Women	0	0	0	0	0	0	0	0	0	0
Total Hispanics	0	0	0	0	1	100	1	5	1	20
Hispanic Men	0	0	0	0	0	0	0	0	1	20
Hispanic Women	0	0	0	0	1	100	1	5	0	0
Total Asian/Pacific Islanders	0	0	0	0	0	0	1	5	0	0
Asian/Pacific Islander Men	0	0	0	0	0	0	1	5	0	0
Asian/Pacific Islander Women	0	0	0	0	0	0	0	0	0	0
Total Native Americans	0	0	0	0	0	0	0	0	0	0
Native American Men	0	0	0	0	0	0	0	0	0	0
Native American Women	0	0	0	0	0	0	0	0	0	0

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

***Includes white males and women*

****Includes white males and women*

Total number of Veteran: 6

Programs include: Air War College, Annenberg Leadership Institute, Executive Potential Program, New Leader Program; National Security Studies Program, Sandia Weapons Intern Program

Total number of Veterans at 30% or more: 1

**Participants in Formal Agency
Career Development Programs
FY 2009**

Race/National Origin and Gender	GS 1-4		GS 5-8		GS 9-12		GS 13-15		Senior Pay	
	#	%	#	%	#	%	#	%	#	%
*Overall Total	8	100	22	100	13	100	5	100	5	100
**Total Men	0	0	14	64	8	62	4	80	5	100
***Total Women	8	100	8	36	5	38	1	20	0	0
Total Blacks	0	0	7	32	4	1	0	0	0	0
Black Men	0	0	5	23	3	23	0	0	0	0
Black Women	0	0	2	1	1	1	0	0	0	0
Total Hispanics	0	0	8	36	3	23	0	0	2	40
Hispanic Men	0	0	2	1	2	15	0	0	2	40
Hispanic Women	5	63	1	5	1	1	0	0	0	0
Total Asian/Pacific Islanders	0	0	1	5	0	0	0	0	0	0
Asian/Pacific Islander Men	0	0	1	5	0	0	0	0	0	0
Asian/Pacific Islander Women	0	0	0	0	0	0	0	0	0	0
Total Native Americans	0	0	0	0	0	0	0	0	0	0
Native American Men	0	0	0	0	0	0	0	0	0	0
Native American Women	0	0	0	0	0	0	0	0	0	0

**Includes white males and women. Also includes 30 Future Leaders Program participants (17 GS 5-8 and 13 GS 9-11); 8 Student Career Employment Program participants (8 GS 1-4) and 10 Nuclear Executive Leadership Program participants (2 GS 14-15, 3 GS-15 and 5 Senior Executive Service). Totals may not add up to 100% due to rounding.*

***Includes white males and women*

****Includes white males and women*

Total number of Veterans: 3 Future Leaders Program participants

Total number of Veterans at 30% or more: 1 Future Leaders Program participant