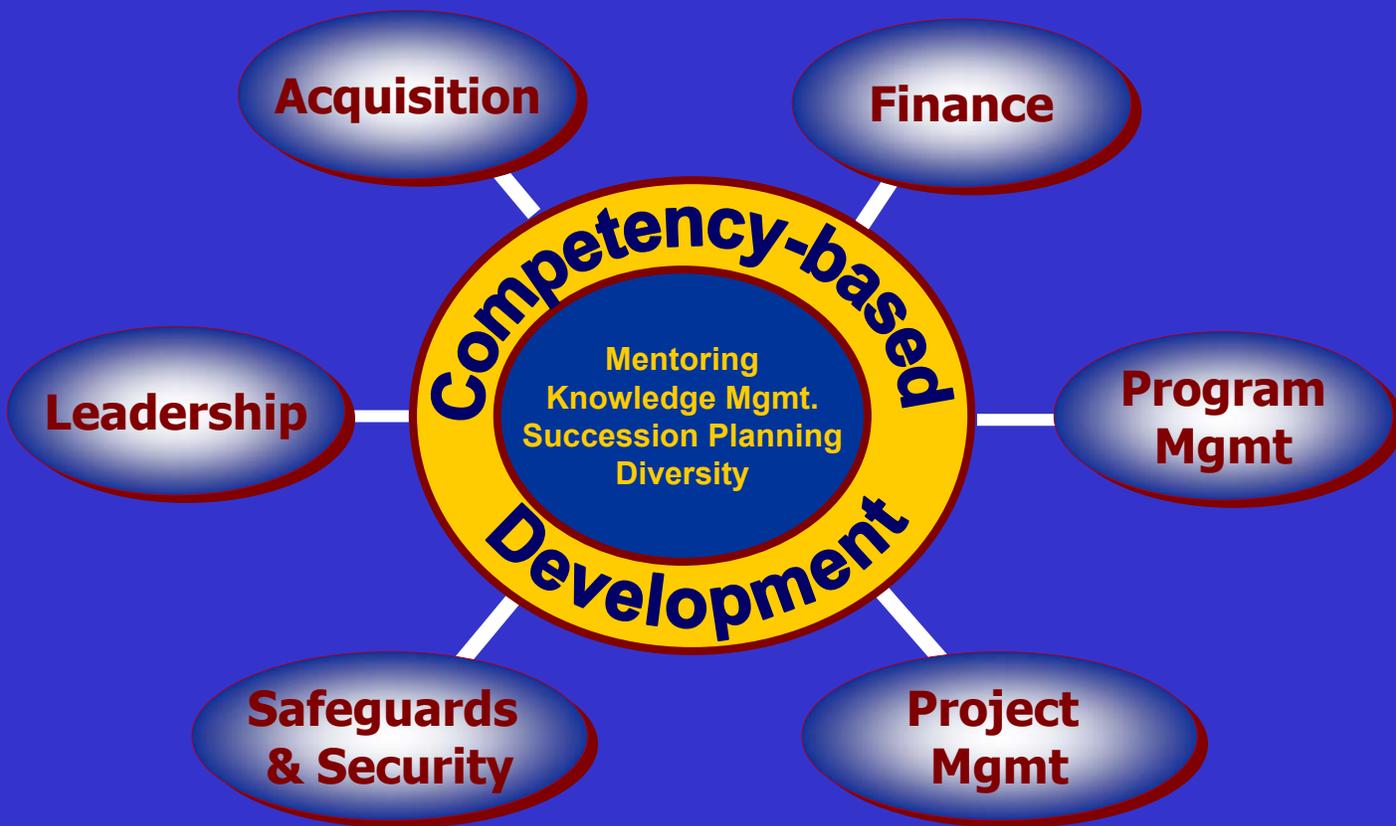




Corporate Career Development & Leadership Programs

Within the Department of Energy &
National Nuclear Security Administration



March 2003

Developed for the Department of Energy
by the Office of Training and Human Resource Development
Workforce Planning & Development Group

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Executive Summary

Since 1993, government-downsizing initiatives, increased retirements due to an aging population, and routine attrition have significantly affected the DOE federal workforce. During this same period, DOE experienced major reductions in the overall operating budgets for education, training and development activities. The result has been a workforce with increased responsibility and decreasing skill levels, i.e., a workforce out of balance with the current and future needs of the Department.

In alignment with the President's Management Agenda (PMA), a number of government-wide Human Capital Management (HCM) Initiatives were developed to address major workforce and skill issues and concerns throughout the Federal government. Consequently, DOE established an initiative to identify and institutionalize a Corporate Career Development and Leadership Program (CCDL). This program consolidates internal and external Career Development and Leadership programs and resources in support of HCM and Succession Planning initiatives.

The following CCDL model was developed to identify DOE's career development and leadership activities. All of the HCM and Succession Planning models focus on the most efficient and effective use of DOE's internal resources to address critical skill gaps, providing corporate-wide access to employee development resources that support organizational priorities, and developing a diverse workforce ready to accept future leadership development.

The CCDL program will provide organizations a direct link to their mission, visions, goals and objectives.

The Stakeholders include:

- The Career Development Advisory Subcommittee, chartered in 2003 to serve as the advisors to the process. A copy of the Charter follows
- Career and leadership development program managers and participants
- DOE Management Council
- TDMC

The CCDL program will obtain the necessary buy-in and support from stakeholders and ensure that appropriate coordination and integration with the HCM and Succession Planning goals will: 1) identify and categorize DOE-wide Core Competencies; 2) implement a Web-based Corporate Skills Assessment Tool in support of Succession Planning; 3) provide Information Technology (IT) resources adequate to implement technology solutions (in line with PMA goals) to this objective; 4) provide ease of access and use and; 5) provide appropriate tools to measure effectiveness.

Target Audience: All DOE Employees

A key outcome of this initiative is having career development and leadership opportunities and resources available to the entire DOE workforce. All employees should be encouraged to participate in developmental opportunities designed to meet the Department's goal to have a highly skilled, well-qualified workforce and a cadre of leaders ready to assume future leadership roles.

Implementation:

The schedule for this initiative has been accelerated in order to meet the objectives of the President's Management Agenda (PMA). The accelerated schedule will be accommodated through phased implementation.

The Career Development Advisory Subcommittee of the DOE Management Council

Purpose

The purpose of this charter is to create a subcommittee of the DOE Management Council whose name shall be called The Career Development Advisory Subcommittee.

Mission

DOE has a need to develop a corporate approach towards base lining the existing core competencies and skill sets within the Department, identifying the necessary core competencies and skill sets its employees require to effectively support DOE's current and future mission, performing a detailed analysis to measure the gaps, and designing an employee developmental program to narrow or eliminate these gaps. EEO and diversity are not stand alone considerations, but are integral to the conduct of any workforce analysis. The Office of Training and Human Resource Development (ME-51) has the task of implementing the DOE Management Council's direction to develop a strategy for a centrally structured, DOE-wide career development program to identify core competencies and skill sets, and, as importantly, address these gaps.

The Career Development Advisory Subcommittee shall serve as an advisory group and champion to ME-51 on this strategy, and help provide support in the implementation of the program. The Subcommittee will ensure that the centrally structured, DOE-wide career development plan is comprehensive and in accordance with the recommendations by the Office of Personnel Management (OPM) per the 2002 Organizational Assessment Survey and any subsequent surveys. The following components are to be included in this program:

1. A Conceptual Framework for a DOE-wide, centrally structured employee development and training program committed to providing: (1) a highly skilled workforce responsive to current and future needs of the DOE mission, (2) a structured training environment that supports and encourages career progression and leader development at all levels, and (3) the increased productivity of employees, higher retention rates, and increased morale – **become an Agency of choice for employment**. This framework will include an infrastructure that will permit program stability in the face of constant change, such as Administration transition, staff and budget changes, and the complete integration of best practices in diversity management principles and strategies.
2. An initial focus on five critical target areas: (1) Program Management, (2) Project Management, (3) Acquisition and Contract Management, (4) Financial Management, and (5) Leadership Development.
3. A mechanism to address the need for adequate, central funding. If necessary, ME-1 and/or other senior Departmental officials would meet with Congressional Appropriations Committee staff.

4. Top-level DOE management support for a centrally structured, managed and funded DOE-wide career development program. Designate top-level manager as “champion” to foster buy-in from DOE managers.
5. A mechanism to identify current training and development programs already in place to determine how to best consolidate or utilize the best practices in the development of this overarching program.
6. A mechanism to ensure the necessary flexibility for field implementation.

The following processes will be used to develop the conceptual framework for the program:

7. Benchmark against similar programs that have demonstrated effectiveness at other Federal and private sector organizations.
8. Determine the need for additional hiring, appointment and pay authorities, or other personnel flexibilities.
9. Determine the need for a Department-wide skill set analysis to define skill set parameters and gaps, and EEO/diversity needs, as well as match future skill needs against current inventories.

Organization

1. Chief of Staff of the Office of Management, Budget and Evaluation, shall head the Career Development Advisory Subcommittee and serve as chairperson.
2. At the direction of the chairperson of the DOE Management Council, Council members shall appoint Subcommittee representatives from their organizations who will be empowered to speak for and make decisions on behalf of their management. Subcommittee representatives shall be knowledgeable of their organizations’ training needs and resources available to contribute to this program.
3. The Subcommittee will convene monthly, at a minimum. These meetings may be via teleconference, televideo conference, or face-to-face, ensuring that one meeting per quarter is face-to-face.
4. To encourage participation and efficient use of time and resources, decisions made by the Subcommittee members in attendance at meetings and/or responses to items circulated for comment will be accepted by the Subcommittee, and serve as the consensus decision.
5. The Subcommittee is temporary in nature and will be disestablished once the DOE Management Council has accepted its recommendations.
6. Executive and administrative support for the Career Development Advisory Subcommittee shall be provided through the Office of Management, Budget and Evaluation.

Part 1

Program Model and Comprehensive Program Listing

The following programs represent our internal and external programs that support DOE's goals and mission. DOE identifies these programs as best in class for career development and leadership development. The internal programs are competency-based to ensure that critical skill needs are addressed. DOE's Mentoring Program, Professional Skills and Technical Training Program, OLC, CHRIS, diversity considerations, and succession planning initiatives support each of these programs.

The external programs include programs sponsored by the USDA Graduate School, OPM, Harvard, FEI, and other non-profit organizations.

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Corporate Career Development & Leadership Programs



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Corporate Career Development And Leadership Programs

Summary of Programs and Expenses

Leadership and Managerial Development Programs

Tuition and Expenses

SUPERVISORY AND LEADERSHIP TRAINING

Supervisory/Training Program
“Getting Back to Basics”
GS-13 and GS-14

Minimal cost to ensure
continuous delivery

Leadership Transition Program
(LTP) – Headquarters
GS-11 to GS-13

\$1,800 tuition

SENIOR-LEVEL DEVELOPMENTAL PROGRAMS

**Departmental Mentoring
Program; Mentors – SES**
Protégés – GS-13-15

Funded by ME-51 and site
organizations

**Leadership for a Democratic
Society – Federal Executive
Institute**
GS-15 and SES members

\$9,450 - regular program;
\$10,150 – applied learning
program

**Senior Executive Fellows
Program (Harvard University)**
GS-14 and GS-15

\$11,100 for 4-week program
including lodging and meals

Capital Hill Fellowship Program
GS/GM-13 and above

\$3,800 to 5,200 tuition plus
travel expenses

**Congressional Fellowship
Program**
GS/GM-13, 14 or 15

\$2,900 to 4,300 tuition
depending on program length

LEGIS Fellows Program
GM/GS-13 and above

\$3,800 to 5,000 depending on
program length plus occasional
travel

Commerce Science and Technology Fellowship GS-13 and above	\$3,500 tuition plus \$1,600 in travel expenses
Excellence in Government Fellows Program GS/GM-14 and above or GS/GM-13 with outstanding leadership potential	\$6,500 tuition plus \$2,000 or less in travel expenses
Mike Mansfield Fellowship Program U.S. Citizen & current Fed. Government employee with two consecutive years of service	The Mansfield Fellowship covers all costs

MID-LEVEL LEADERSHIP DEVELOPMENTAL PROGRAMS

Executive Potential Program (EPP) GS-13 to GS-15	\$4,900 tuition plus travel expenses
Executive Leadership Program (ELP) GS-11 to GS-13	\$3,650 tuition plus travel expenses
Human Resources Professional Leadership Program GS-12 and GS-13	\$2,250 tuition plus travel expenses

New Leader Program (NLP) GS-7 to GS-11	\$2,595 tuition plus travel expenses
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ENTRY-LEVEL DEVELOPMENTAL PROGRAM

Aspiring Leader Program (ALP) GS-5, 6, 7	\$2,495 tuition plus travel expenses
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ACQUISITION CAREER DEVELOPMENT PROGRAM (ACD)

Contracting Specialist and Purchasing Agents (GS-1102 and GS-1105) Levels I, II, III and a Master's Program	Funded by Program Office partnerships
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PROJECT MANAGEMENT CAREER DEVELOPMENT PROGRAM

Project Managers – Levels 1 – 4 **Programs initially funded by OECM and various program offices**

FINANCIAL MANAGEMENT DEVELOPMENT PROGRAM

Accounting Technician I & II **Programs funded by CFO organization and other DOE programs**
Accountant I & II
Budget Analyst I & II
Financial Manager III

CAREER INTERN PROGRAM (CIP)

Recruited through announcements, job fairs, etc.

Recent college graduates, current Federal employees, and private sector candidates who have 3-5 years of experience in scientific, engineering and technical positions. **Funded by hiring offices**

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Part 2

Program Descriptions

The following section contains detailed descriptions for both internal and external career and leadership development programs.

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LEADERSHIP

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**U. S. DEPARTMENT OF ENERGY
OFFICE OF TRAINING AND HUMAN RESOURCE DEVELOPMENT**

SUPERVISORY AND MANAGEMENT TRAINING

Program Overview:

The Supervisory and Managerial Training Program is designed to provide competency-based training and development for supervisors and managers at the Department of Energy (DOE). The program promotes continuous learning as part of the Department's Corporate Training Goals and Human Capital and Succession Planning initiatives, and prepare individuals for planning, organizing, directing and controlling work to accomplish the Department's mission.

Through a blended learning approach, the curriculum provides three levels of competency-based training. Level I targets team leaders and new supervisors providing them with foundations in leadership, supervision and management. Level I is also suggested for employees who demonstrate sustained leadership potential. Level II is for new and experienced supervisors and team leaders. Level III provides senior managers and executives with specialized topics, training and development activities.

Program Objectives:

- Develop competent and capable managerial leadership at all levels within the Department that fosters continuous learning and development
- Establish and institutionalize a competency-based training curriculum for managers/supervisors
- Prepare employees for increased leadership responsibilities across the Department

Program Structure:

This program will assist supervisors and managers in acquiring and developing the necessary competencies to plan, organize, direct, and control the work that will accomplish the Department's mission. Training and developmental activities will be provided using a blended-learning approach that will encompass DOE classroom courses, online learning courses, external course offerings, seminars, speaking forums, videos, and suggested reading. The structure includes:

Level I Foundations in Leadership, Supervision and Management

These training and developmental activities are designed for new supervisors and team leaders.

Level II Core Supervision and Management – Training and developmental activities at this level are geared toward new and experienced supervisors.

Level III Specialized Topics in Supervision and Management— Ongoing supervisory, managerial and leadership training and development activities are provided at this level. The primary focus will be on specialized topics relevant to experienced supervisors and managers. Sessions will vary from 2 hours to half day in length to accommodate the subject matter and participant availability.

Special topics include but are not limited to:

- Implementing Workforce/Succession Planning Initiatives
- Knowledge Management
- Equal Employment Opportunity (EEO)
- Diversity
- Personal Liability
- Political Savvy
- Strategic Budget Management
- Alternate Dispute Resolution
- Labor Management Relations (LMR)
- Communication
- Whistle Blower Protection Act
-

Senior-level managers and executives who have mastered Levels I and II may focus on activities at Level III. Senior managers, however, are invited to participate in Levels I and II courses to share their expertise. At a minimum, all supervisors should achieve proficiency in the competency areas associated with Levels I and II.

For more information, please contact Jeanne Williams of the Office of Training and Human Resource Development at 202-287-1685.

U.S. DEPARTMENT OF ENERGY
OFFICE OF TRAINING AND HUMAN RESOURCE DEVELOPMENT

Career Development Programs

LEADERSHIP TRANSITION PROGRAM (GS-11 to GS-13)
(Administered by the Office of Training and Human Resource Development)

<u>Objective:</u>	To provide affordable management and leadership training and developmental experiences to DOE employees that is comparable to external programs
<u>Cost:</u>	\$1,800 tuition
<u>Duration:</u>	1 year (part-time, participants remain in positions of record)
<u>Program Cycle:</u>	Annual announcement, normally beginning in May
<u>Structure:</u>	Major components of this program, in addition to five weeks of residential training sessions/seminars, mentoring, management readings, a program impact paper, and a leadership development team activity, include the following: <p style="margin-left: 40px;"><u>Developmental Assignments:</u> Two 45-day developmental assignments to provide participants the opportunity to test their managerial/supervisory and project management capabilities outside their technical expertise. The assignments can be in DOE, other Federal agencies, private organizations, Capitol Hill, OMB, or the White House.</p> <p style="margin-left: 40px;"><u>Shadowing Assignment:</u> Completion of a five-day shadowing of a senior Federal manager at the GS/GM-13 level or above to provide exposure to managerial excellence and visibility among Federal managers and executives and to view decision-making styles and problem solving techniques.</p> <p style="margin-left: 40px;"><u>Executive Interviews:</u> Completion of four executive interviews to gain critical information for long-term career planning and to develop insight and knowledge about the role of the Federal executive.</p>

For additional information, please contact the Office of Training
and Human Resource Development at (202) 287-1656.

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**U. S. DEPARTMENT OF ENERGY
NATIONAL NUCLEAR SECURITY ADMINISTRATION**

***LEADERSHIP DEVELOPMENT PROGRAM (LDP)
(GS-12 to GS-14)***

Note: *This program was locally designed and implemented at the NNSA Service Center Oakland Office.*

- Objective:** To 1) provide highly motivated employee the opportunity to develop their leadership/management skills and gain knowledge of DOE/NNSA activities outside their regular work area, and 2) provide DOE/NNSA with a cadre of highly talented people who, in addition to their work skills, have been exposed to a broad spectrum of activities within DOE/NNSA, have completed a rigorous curriculum of management/leadership training and development, and have demonstrated the ability to handle multiple competing tasks successfully.
- Eligibility:** Employees at grades GS-12, 13 and 14 (and equivalent Excepted Service positions), with a minimum of 3 years federal service, two of which must be with DOE.
- Evaluation/Selection:** An LDP Steering Committee comprised of GS-15 managers evaluates applications and makes final selections. Selection is primarily based on responses to four equally weighted ranking factor criteria. Input is also solicited from the applicant's supervisor regarding leadership/management potential and aptitude.
- Cost:** \$2,500 - \$4,000 for tuition. All program requirements can be accomplished locally.
- Duration:** 2 years.
- Structure:** This program consists of classroom work, shadowing assignments, a rotational work assignment, completion of a special project and participation in the Intergovernmental Management Training Program (IGMT).

Participants will remain in their current positions and participate in the program as a collateral assignment, and are thus required to balance numerous conflicting priorities. To successfully complete this program, participants must actively participate in all phase and provide detailed evaluations as the program progresses. There is no promotion guarantee by completing this program. Program curriculum:

- Classroom Work consists of two (2) courses: *Introduction to Supervision* and *Human Resources Management for Supervisors and Managers*, and three elective courses;
- Shadow Assignment(s): Participants will complete two shadowing assignments of GS-15 or SES managers, each one-week long, in functional areas other than their own. Shadowing assignments will provide experiences with the day-to-day responsibilities of a senior manager.
- Rotational Work Assignment: Participants will complete a rotational assignment for a minimum of thirty days in a functional area other than their own.
- Special Project: Participants will complete a special project that will benefit DOE/NNSA goals and objectives.

- IGMT: Participation in IGMT will allow participants to meet professionals from other federal, state and local government units in order to share ideas and network.

The LDP Steering Committee must approve all components of the program, i.e., rotational assignments, selection of a special project, etc.

For additional information, please contact the NNSA Office of Training and Development at Oakland, at 510-637-1829.

**U. S. DEPARTMENT OF ENERGY
NATIONAL NUCLEAR SECURITY ADMINISTRATION**

***CAREER DEVELOPMENT PROGRAM (CDP)
(GS/GM-04 to GS/GM-13)***

Note: This program was locally designed and implemented at the NNSA Service Center Nevada Office.

Objective: The goal of the CDP is to provide a more skilled workforce in support of DOE/NNSA missions and to assist federal employees in achieving long-and short-term career goals.

Eligibility: Full-time employees at grades GS/GM-04 through GS/GM-13, with a minimum of 2 years federal service, one of which must be with DOE.

Selection: Selection of CDP participants is accomplished in one of two ways. Annually, the maximum program enrollment number is established, based on the annual training budget. If the maximum number of qualified employees or fewer request participation, all will be selected into the program. If the number of applications exceeds the maximum participation number, a panel will select participants based a review of their application packets.

Cost: Varies by participant.

Duration: One year

Structure: This program is organized into two separate tracks: 1) a Personal Development Track (PDT), which emphasizes personal growth and career development and 2) a Specialty Skills Track (SST), which emphasizes organizational development and mission-related development.

The PDT allows participants to assess their own personal values and interests and apply these to the design of an individualized development program in support of their career interests. The SST allows participants to enhance their skills in specific discipline areas. The training received in the SST focuses on broad-based organizational needs.

Participants will remain in their current positions and may participate in various developmental activities (such as shadowing assignments or short details. No more than 20 percent of duty time may be used for CDP activities. There is no promotion guarantee by completing this program. Program components include:

- Mandatory CDP orientation and workshops;
- Development and approval of CDP Development Plan which incorporates CDP goals and objectives;
- Classroom Work: Educational benefits may extend into a second year for the PDP; therefore up to 12 university courses may be obtained.
- Mentoring: a mentor selected by the Training Manager will mentor CDP participants.
- Monthly meetings: Monthly meetings will include briefings, panel discussions, speakers, and training activities;
- Self-Assessments: Participants will be required to submit Quarterly Status Reports; the CDP Program Manager will assess progress.

For additional information, please contact the
NNSA Service Center Training and Development Department
(Nevada Office) at 702-295-2730.

**U. S. DEPARTMENT OF ENERGY
NATIONAL NUCLEAR SECURITY ADMINISTRATION**

***MENTORING PROGRAM
(All Grade Levels)***

Note: This program was locally designed and implemented at the NNSA Service Center Nevada Office.

- Objective:** Enhance the professional growth and development of employees, especially with regard to future management and leadership assignments, through mentoring relationships with senior staff members. Expected outcomes are:
- Better understanding of organizational missions and objectives;
 - Enhanced employee professional development;
 - Improved employee performance;
 - Improved lines of communication; and
 - Improved employee moral.
- Eligibility:** Employees must indicate interest for participation in the Mentoring Program through the completion of a Mentoring Program Interest Survey.
- Matching:** Participation in the Mentoring Program is accomplished by matching the prospective Protégé with the most appropriate Mentor. The Mentoring Partnerships are accomplished in one of two ways: a) the Protégé recommends or requests a specific person as the Mentor. The HR Director and Training Manager determine if the recommended person is a suitable match for the protégé. Finally, the Training Manager contacts the recommended Mentor to confirm he/she is willing to serve as a Mentor in this partnership; or b) the HR Director and Training Manager match the Protégé with an appropriate Mentor.
- Duration:** Ten months.
- Structure:** Participants attend a Mentoring Program Orientation presented by the Mentoring Program Manager. The orientation provides information about the expectations and activities scheduled during the length of the program. Protégés are expected to facilitate the meeting schedules with their Mentors, develop objectives they want to achieve during the mentoring process and initiate topics of discussion.

For additional information, please contact the
NNSA Office of Training and Development (Nevada office) at
702-295-2730.

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**SENIOR-LEVEL
DEVELOPMENT
PROGRAMS**

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**U. S. DEPARTMENT OF ENERGY
OFFICE OF TRAINING AND HUMAN RESOURCE DEVELOPMENT**

**SENIOR EXECUTIVE SERVICE (SES)
CANDIDATE DEVELOPMENT PROGRAM**

Why have a Department of Energy Senior Executive Service Candidate Development Program?

- Last Senior Executive Service Candidate Development Program in 1993
- Downsizing, retirements, and skills gaps within managerial ranks
- Depletion of experience and leadership skills to carry out DOE mission
- By 2005, potential loss of over 55% of current DoE Senior Executives

Who is the Target Audience?

GS-14's and GS-15's, or equivalent with:

- One year of supervisory/management experience
- Background, capability, and experience relating to critical DOE mission/business needs
- Experience relating to targeted disciplines
- Program, Project, and Acquisition Management
- Scientific/Engineering/Technical
- Legal and Administrative

What are the Key Recruitment and Selection Features of the Program?

- Leadership Development (9-15 Months)
- Diversity Outreach, Competitive Selection Criteria & Assessment Techniques
- Mobility Agreement Requirement
- Selection of 10-20 SES Candidates
- Senior Executive Mentors & Executive Development Plan Required

What are the Key Developmental Features of the Proposed Program? (Continued)

- Orientation & Core Training for all Candidates (Funded by OMBE)
- Developmental Assignments Focused on Executive Core Qualifications (ECQ's) (Funded by Employee's Sponsoring Organization; travel, per diem, and any additional training)
- On-line Learning, Independent Study & Action-Learned Based on Real DOE Issues
- Mid- and Post-Program Assessments
- Office of Personnel Management Certification of Executive Core Qualifications

What are the Responsibilities of Each DOE Organization?

- Top management support is necessary for success
- Providing for an SES Mentor for each candidate
- Committing to provide resources, time, and support necessary for meaningful developmental assignments
- Serve on assessment panels to help select candidates
- Providing developmental opportunities within your organizations

What are the Program Costs?

- \$250K The Office of Management, Budget, & Evaluation has allocated funds to provide for FY02/03 program design, development, implementation, and evaluation.
- \$10-20K (Average) Sponsoring Organization costs per participant

Total program costs will depend on the number of candidates selected, each candidates' Executive Development Plan and extent of targeted training and development needs.

What are the Expected Program Benefits?

- Competent, well-trained candidates for future DOE leadership positions to meet critical mission needs
- Executives who are organizationally, functionally and geographically mobile
- Team-building and networking of DOE leaders and executives will be fostered
- DOE succession planning will be improved
- Retention of future SES leaders

For additional information, please contact the Office of Training and Human Resource Development at (202) 287-1656.

FEDERAL EXECUTIVE INSTITUTE (FEI)
“Leadership for a Democratic Society”

- Program: Leadership for a Democratic Society (the cornerstone of the FEI experience)
- Objective: It brings Senior Executive Service members and GS-15s together for programs that help executives develop broad corporate view-points, understand their constitutional roles, and enhance essential skills.
- Cost: **\$10,050 (standard four-week program) (price varies)**
\$10,650 (for the split program) (price varies)
- Duration: Standard four-week residential program consists of four consecutive weeks.
Split program (*Applied Learning Program model of Leadership for a Democratic Society*) extends the four-week program over a four-month period and requires an initial extensive two-week residential program of study. It is designed for executives who prefer not to attend four consecutive weeks and wish to blend learning with on-the-job application.
- Program Cycle: 7 Standard Programs/October-September
3 Split Programs/November-March, March-July, and May-July
- Structure: The standard four-week residential program includes seminars, workshops, plenaries, site visits, executive forums, and a Leadership Challenge – “a way to take the things that are learned from the program and apply them to resolving the critical leadership issues at home.”
- The Applied Learning Program – the first two-week residential focuses on personal leadership; the next three months are spent “back home” to apply skills learned at FEI in an Executive Learning Project; and the second two-week residential uses lessons from the project experience and focuses on the organizational leadership theme and the results of an assessment completed by members of the participant’s organization.
- Nomination Procedures: Please contact your training officer/coordinator to obtain basic program information. “Memorandum Requesting Federal Executive Institute Space Allocations” form must be submitted by your organization indicating the total number of training spaces requested, designating your first, second, and third choices for each space. All requests for space reservations must be signed by an official in your organization who has the authority to commit and approve funds. Space allocation forms must be submitted to: Jackie Battle, Office of Training and Human Resource Development (ME-51); Building 950, Room 710. Brochures are available in the Training Office. For more detailed information, please contact Jackie Battle in the Training Office at 202-287-1583 or by e-mail at jackie.battle@hq.doe.gov.
- Nom. Due Date: Normally in June.

HARVARD UNIVERSITY

SENIOR EXECUTIVE FELLOWS PROGRAM

- Objective: To help participants develop integrated skills of strategy and leadership. To provide participants with practical effective tools needed to adopt a strategic leadership role enabling them to look at issues from new perspectives and generate a wider range of possible solutions.
- Eligibility: People at the GS-14/GS-15 levels and their military and private sector counterparts.
- Program Overview: This program provides participants with a strategic approach to problem-solving. It helps them identify and analyze challenges and opportunities facing the organization; develop strategic plans of action using communication, negotiation and coalition-building skills; manage the tensions between long-term policy goals and short-term political pressures; and create an organization environment that is responsive to change.
- Program Core Components: The academic curriculum, centered around the case study method, introduces actual problems for which decisions have to be made about real situations. Issues explored include cooperative versus competitive interactions with governmental agencies, political appointees, the media, as well as private sector organizations and individuals. Opportunities to improve leadership skills are provided through problem-solving simulations, role playing, group exercises, and team building experiences.
- Cost: **\$13,600** for four weeks includes tuition, curricular materials, lodging and most meals
- Program Cycle: Three times per year - Spring session: March to April; Summer session: June to July; and Fall session: October to November
- Nomination Procedures: The nomination package must be approved by the Head of your Departmental Element and coordinated through your training officer/coordinator. The package must include the official Application for Admission and an approved agency training form with accurate funding codes. The Application for Admission form consists of: personal information, a description of the organization, specific duties and responsibilities within the organization, career description, recreational interests and hobbies, employment history, formal education including formalized training, description of two challenging managerial problems experienced, and a sponsorship endorsement form. Nomination materials are available at and must be submitted to the: John F. Kennedy School of Government, Harvard University, 79 John F. Kennedy Street, Cambridge, MA 02138. For more detailed information, please contact Donna Levy Wray, program director at the John F. Kennedy School of Government, on (617) 495-9599 or by e-mail at donna_levy_wray@harvard.edu.
- Nom. Due Date: Normally 1½ months prior to start date (January for spring session and April for Summer session)
- Program Selection: An Admission Committee, comprised of Harvard staff and faculty, reviews the nomination packages for final acceptance into the program.

THE GOVERNMENT AFFAIRS INSTITUTE AT GEORGETOWN UNIVERSITY

CAPITOL HILL FELLOWSHIP PROGRAM

- Objective: To gain a hands-on understanding of how the Legislative Branch of Government really works and how Congressional decisions affecting Federal agencies' programs are made.
- Eligibility: GM/GS-13 and above Federal employees with at least two years of Federal service in the Executive Branch; capability of working on complex issues with short deadlines; ability to work independently with little supervision; and flexibility with respect to work environment.
- Prog. Overview: The Capitol Hill Fellowship Program, administered by the Government Affairs Institute at Georgetown University, provides Executive Branch employees with an unparalleled opportunity to serve full-time in assignments with the Congress, gaining hands-on experience in the Legislative Branch. The Fellowship is not a work detail, but a formal training program. Fellows participate in regular training sessions while also performing the duties of a Congressional personal staffer or committee staffer. By completing this Fellowship and taking at least two of GAI's Advanced Series Programs, Fellows will fulfill two-thirds of the requirements for a certificate in Legislative Studies.
- Program Core Components:
- Orientation: Fellows participate in an intensive three-week orientation on Congressional organization and the Legislative process in depth as well as methods of securing assignments with Congress.
- Congressional Assignment: Fellows receive guidance and assistance from their advisors in identifying a position on a Congressional committee staff or on the personal staff of a Senator or Representative.
- Update Seminars: Every two weeks, Fellows will attend a seminar focusing on advanced Congressional procedures or on policy issues of relevance to the Fellows.
- Advanced Series Program: Fellows are entitled to free admission to any or all of the Government Affairs Institute's (GAI) Advanced Series Programs.
- Academic Graduate Credit: Fellows may earn graduate credits at Georgetown University for their Fellowship experience by registering for an additional research and writing project. The project, combined with the Fellowship, will allow 7-month Fellows to receive three graduate-level academic credits from Georgetown University, and 12-month Fellows to receive six academic credits.
- Cost: **\$5,200** tuition for **1-year program**; **\$3,800** for **7-month program**
- Program Cycle: Normally beginning in December (1-year program)
Normally beginning in December (7-month program)
- Nomination Procedures: The nomination package must be approved by the Head of your Departmental Element and coordinated through your training officer/coordinator. The package must include: a completed application form; an SF-171, OF-612, or detailed resume; a statement describing how such an experience is important to your career goals, how the program is important to your current position, and what your primary areas of interest are; a letter of nomination by your supervisor or Head of Element stating your need for this training; and a writing sample written by you on any subject demonstrating your ability to communicate well. Nomination materials are available at the: Capitol Hill Fellowship Program, Government Affairs Institute, Georgetown University, 3333 K St., NW, Suite 112, Washington, DC 20007. For more detailed information, please contact Worth H. Hester, program manager at Georgetown University, on (202) 333-4838 or by e-mail at hesterw@gunet.georgetown.edu.
- Nom. Due Date: Normally accepted in September
- Program Selection: All candidates should be properly screened by the Head of Element. If selected, the Congressional, Public, and Intergovernmental Affairs Office in Headquarters or the equivalent field office must be notified.

U.S. DEPARTMENT OF AGRICULTURE (USDA) GRADUATE SCHOOL

CONGRESSIONAL FELLOWSHIP PROGRAM

(Formerly Dr. Elmer D. Ball Congressional Fellowship Program)

Objective: To give senior-level Federal personnel the opportunity to gain an in-depth understanding of Legislative Branch processes and culture.

Eligibility: GM/GS 13, 14, and 15 Federal employees with executive potential and an interest in a hands-on understanding of Legislative issues and Congressional culture.

Program

Overview: This full-time one-year or six-month program gives participants the chance to experience Congress from the inside. Each participant is placed in a Congressional office or with committee staff based on a skill matching process by the USDA Graduate School. Care is given to consider both participant interest and the needs of the agency. Participants develop Legislative issues that provide an in-depth understanding of the operations and the specialized terminology of the Hill. Throughout the year each participant is supported with mentoring and educational seminars.

Program Core

Components: Congressional Assignment: A six-month or one-year assignment is negotiated by the USDA Graduate School in a Congressional office or committee which best utilizes the participant's area of expertise.

Orientation: Fellows participate in an intensive one-week orientation which provides an in-depth knowledge of Legislative operations.

Special Seminars: Fellows will attend regular educational seminars throughout the program which focus on Congressional operations and pressing Legislative issues on the Hill.

Mentoring: A senior faculty member is assigned to each Fellow to provide support and guidance throughout the program.

Graduate Credit: Fellows may earn eight graduate credits through the University of Southern California Washington Public Affairs Center for completing the 1-year program and four graduate credits for completing the 6-month program.

Cost: **\$4,800 tuition for 1-year program; \$3,400 for 6-month program**

Program Cycle: Normally beginning in January (1-year program);
Normally beginning in January (6-month program)

Nomination

Procedures: The nomination package must be approved by the Head of your Departmental Element and coordinated through your training officer/coordinator. The package must include: an approved agency training form with accurate funding codes; an SF-171 or detailed resume; a cover letter (written by you) describing the specific skills representing your strongest professional competencies; a statement (written by you) describing the benefit of the Fellowship for you and the Department; a writing sample (a report or in-depth memo); and a memorandum from your immediate supervisor or the Head of your Departmental Element describing your executive potential and need for this training. Nomination materials are available at and must be submitted to the: USDA Graduate School, 600 Maryland Ave. SW, Suite #330, Washington, DC 20024. For more detailed information, please contact Martha Holbert, program manager at the USDA Graduate School, on (202) 314-3578 or by e-mail at martha_holbert@grad.usda.gov.

Nom. Due Date: Normally in October (1-year and 6-month program)

Program

Selection All nominations must be submitted to the USDA Graduate School who sends packages to Congressional offices for review. If a skill match occurs, an interview is scheduled, and a placement is negotiated. Nominees will be notified of their selection as soon as the match is made with the Congressional office. If selected, the Congressional, Public, and Intergovernmental Affairs Office in Headquarters or the equivalent field office must be notified.

THE BROOKINGS INSTITUTION GOVERNMENT AFFAIRS INSTITUTE

LEGIS FELLOWS PROGRAM

- Objective: To give executives and managers exposure to and a working knowledge of the operations of Congress.
- Eligibility: GM/GS-13 and above Federal employees with at least two years of Federal service in the Executive Branch; demonstrated flexibility in work habits; ability to work in an unstructured environment; ability to work independently with minimal supervision or direction; and a significant interest in the organization and activities of the Legislative Branch.
- Program Overview: Since 1979, the LEGIS Fellows Program has been providing Executive Branch personnel with the opportunity to serve in assignments in the Legislative Branch. This program is designed for executives and managers whose current or prospective positions may require working knowledge of the operations of Congress. The LEGIS Fellows receive instruction and hands-on experience on Capitol Hill through training and development activities.
- Orientation: Fellows participate in an intensive three-week orientation on the Components: operations and organization of Congress.
- Congressional Assignment: Fellows receive guidance and assistance in identifying an assignment in the Legislative Branch and mentoring throughout the duration of the Fellowship. They participate in a full-time assignment on the staff of a Member, committee, or support agency of Congress.
- Instructional Seminars: Fellows will attend regular educational seminars throughout the work assignment on Capitol Hill.
- Graduate Credit: Fellows receive graduate credit for their participation through the Department of Public Administration in the School of Business and Public Management at George Washington University.
- Cost: **\$5,450** tuition for **1-year program**; **\$3,950** for **7-month program**; occasional travel to the district or state of the host Member.
- Program Cycle: Three programs a year normally beginning in January (1-year program); January (first 7-month program); and May (second 7-month program).
- Nomination Procedures: The nomination package must be approved by the Head of your Departmental Element and coordinated through your training officer/coordinator. The package must include: an approved agency training form with accurate funding codes; an SF-171 or detailed resume; an assessment of your executive potential and need for this training by your supervisor or Head of Element; and a statement by you describing the need for training, the relevance of the training to career goals, and how the training will be utilized by the Department. Nomination materials are available at and must be submitted to the: LEGIS Fellows Program, the Brookings Institution, 1775 Massachusetts Ave. NW, Washington, DC 20036-2188. For more detailed information, please contact Heidi Salati, program manager at the Brookings Institution, on (202) 797-6314 or by e-mail at hsalati@brookings.edu.
- Nom. Due Date: Normally in October (1-year and first 7-month program)
Normally in March (second 7-month program)
- Program Selection: A selection panel, comprised of Brookings staff and faculty, reviews the nomination packages for final acceptance into the program. All candidates should be properly screened by the Head of Element and, if selected, the Congressional, Public, and Intergovernmental Affairs Office or the equivalent field office must be notified.

U.S. DEPARTMENT OF COMMERCE
OFFICE OF THE UNDER SECRETARY FOR TECHNOLOGY

**COMMERCE SCIENCE AND TECHNOLOGY FELLOWSHIP (COMSCI)
PROGRAM**

Objective: To provide career, senior level, Executive Branch employees with an opportunity to study national and international issues relating to the development, application, and management of science and technology.

Eligibility: Career Federal Government employees in a professional or management series at the GS-13 level or above.

Program Overview: The ComSci Program is a full-time 10-month executive development opportunity in an Executive or Legislative Branch office for future leaders in science and technology. It provides a hands-on learning experience for participants and enhances their understanding of: technology innovation in relation to national and international economic growth; the relationship of science and technology to Government policies; the organization of scientific and technological activities in the Federal Government; and the technical activities which exist in other executive, legislative and judicial agencies of the Government.

Program Core

Components: Work Assignment: A ten-month intensive and challenging work assignment in an Executive or Legislative office designed to provide participants with policy-making and program management experience. This assignment is allied to the Fellow's specialty.

Education: Weekly seminars, lectures, conferences, special events, and interactions with key people from both the public and private sectors are provided to explore the impact of government science and technology policies. Field trips are arranged to provide on-site study and first-hand observation of scientific and technological institutions.

Congressional

Orientation: Fellows attend a one-week orientation on the legislative process and the operations of Congress. Emphasis is placed on the impact of Congressional policy on industry and commerce.

Cost: **\$3,500** tuition which covers briefing material, publications, weekly seminars, local site visits, the Congressional orientation, and **\$1,600** travel costs for one-week site visit.

Program Cycle: Normally beginning in September (10-month program)

Nomination

Procedures: The nomination package must be approved by the Head of your Departmental Element coordinated through your training officer/coordinator. The package must include: an official nomination form; a complete SF-171, OF-612, or detailed resume; a narrative (not more than 2 pages) describing your reasons for applying, how your experience and abilities qualify you, and what you hope to gain from this experience; and a list of five specific offices or areas of interest you would like to pursue for the ComSci assignment. Nomination materials must be submitted to the: U.S. Department of Commerce, Office of the Under Secretary for Technology, 14th and Constitution Ave., NW, Room 4823 HCHB, Washington, DC 20230, ATTN: Cynthia L. Lynn, program manager. For more detailed information, please contact Worth H. Hester, program manager at Georgetown University, on (202) 333-4838 or by e-mail at hesterw@gunet.georgetown.edu.

Nom. Due Date: Normally in May

Program Selection: Nominees must undergo an evaluation process by the Office of the Under Secretary for Technology, U. S. Department of Commerce, for final acceptance into the program.

THE COUNCIL FOR EXCELLENCE IN GOVERNMENT

EXCELLENCE IN GOVERNMENT FELLOWS PROGRAM

(A Leadership Development Opportunity)

<u>Objective:</u>	To build the capacity of mid-level Federal managers to lead organizations and produce results by developing strategies for meeting the complex challenges facing their organizations.
<u>Eligibility:</u>	GS/GM-14s and above as well as exceptional GS/GM-13 managers with outstanding leadership potential or self-directed agency work teams.
<u>Program Overview:</u>	This program supports participants in their efforts to build customer-focused, results-oriented Government organizations, providing them with opportunities to challenge old ways of doing business while discovering new ways of achieving results. While continuing in their current jobs, Fellows will participate in workshops, benchmarking site visits to corporations and government organizations, seminars, and team meetings to explore the components of effective leadership. Fellows can anticipate approximately 150 hours in formal sessions and 100 hours preparing for these events.
<u>Program Core Elements:</u>	<p><u>Coaching:</u> Fellows examine core leadership concepts with a program coach and take part in individual and small group coaching.</p> <p><u>Site Visits:</u> Fellows visit leading corporations and agencies to meet with executive teams.</p> <p><u>Workshops:</u> Fellows explore qualities that define effective leaders and successful leadership in organizations. They also develop strategies for making leadership choices, taking action, and measuring results.</p> <p><u>Peer Coaching Groups:</u> Fellows meet in teams to further explore the concepts presented during formal monthly sessions and to work on individual and team results.</p> <p><u>Information Technology:</u> Fellows utilize cutting-edge technology as a lever for achieving their results and receive exposure to technologies/methodologies during the program year.</p>
<u>Cost:</u>	\$7,800 tuition plus travel expenses of \$3,000 or less (funded by participant's organization)
<u>Program Cycle:</u>	Normally beginning in September
<u>Nomination Procedures:</u>	The nomination package must be approved by the Head of your Departmental Element and coordinated through your training officer/coordinator. The package must include information on: your career objectives; employment history; educational history; most noteworthy career accomplishment including goals achieved and results attained; your reasons for applying and expected benefits/value to you, your organization, the Federal Government and/or society; a description of three ways to improve your leadership skills during the program year and the projected impact on your organization and customers; and a Proposal of Results describing a specific issue, goal, or project you are committed to during the Program. In addition, a nominator's statement must be completed by an SES member assessing your potential and leadership capabilities. If a work team is nominated, an application and nominator's statement must be submitted for each team member. Nomination materials are available at and must be submitted to the: Council for Excellence in Government, 1301 K Street, NW, Suite 450 West, Washington, DC 20005. For more detailed information, please contact Chris Wingo, program manager at the Council, on (202) 728-0418.
<u>Nom. Due Date:</u>	Normally in April
<u>Program Selection:</u>	All nominations must be submitted by the deadline date to the Council for Excellence in Government who reviews the nominations, rates nominees, and narrows the applicant pool. Nominees are interviewed by teams of Council Principals, former Fellows, and Council staff.

MIKE MANSFIELD FELLOWSHIP PROGRAM
(An International Professional Development Opportunity)

- Objective:** To enable U.S. Federal Government employees to learn Japanese and gain a substantial personal knowledge about the government of Japan by working long-term in placements in Japanese government offices.
- Eligibility:** U.S. citizens and current Federal Government employees with at least two consecutive years of service immediately preceding the application deadline.
- Overview:** This two-year program was created by the U.S. Congress in 1994 to build a corps of U.S. Federal Government employees who can be an asset to their U.S. agencies on Japan-related policies and programs. After a first year of rigorous language and area studies training in the United States followed by a year working in placements in Japanese government offices, it is anticipated that Fellows, who are required to serve at least two additional years in the Federal Government, will work on projects involving Japan issues. The continuous services agreement, requiring Federal employees to continue in service for a period equal to three times the length of the training period, does not apply.
- Core Elements:** **Year I: Intensive Language and Area Studies Training:** Fellows receive rigorous training in the Japanese language and attend classes in the history, culture, and economics of Japan. This is supplemented by orientation sessions on practical, logistical issues and general background related to the second year in Japan. Fellows identify and secure appropriate placements consistent with their assignments in the U.S. Government. **Year II: Placement in Japan:** Fellows spend the second year working full-time in ministries, parliamentary offices, or other agencies of the Japanese government. Their work, which is conducted in Japanese, allows them to observe the internal dynamics of the host agencies, participate in meetings and assignments, learn about the government of Japan and its organizational culture, and build professional relationships with their Japanese colleagues. Fellows also attend language training classes and participate in tours and field trips. **Post Fellowship Responsibilities:** It is anticipated that returning Fellows will continue to share their enhanced knowledge and expertise on Japan issues. They also participate in recruitment, training, and orientation for new Fellows.
- Cost:** The Mansfield Fellowship covers the cost of language and area studies training in the Washington DC area as well as overseas travel expenses. Each year up to ten Fellowships are awarded. At least seven Fellowships may be awarded each year to candidates who secure authorization to participate as detailed employees (salaries and benefits funded by the Department). A maximum of three applicants may be selected each year as non-detailees (salaries, benefits, and program costs funded entirely through Fellowship program funds). An applicant may submit the nomination package and be considered for only one of the above types of fellowships, but not both.
- Prog. Cycle:** Normally beginning in September (2-year program)
- Nomination Procedures:** The nomination package must be approved by the Head of your Departmental Element and coordinated through your training officer/coordinator. The package must include: a general information form; authorization statement specifying participation as a non-detailee or as a detailee; information on your educational background, professional experience, interest in Japan and U.S.-Japan relations, and commitment to Government service; a 500-750 word project plan which states your professional goals and objectives, placement preferences for the year in Japan, interest and involvement of your agency in U.S. Japan issues, and how participation in the Fellowship will contribute to your agency's mission; a 300-word personal statement describing your motivation for applying and your ability and willingness to adapt to working and living abroad; and three to five confidential recommendations from individuals who have firsthand knowledge of your qualifications and character. Nomination materials are available at and must be submitted to the: Mike Mansfield Fellowship Program, 601 13th St. NW, Suite 400 South, Washington, DC 20005. For more detailed information, please contact Paige Cottingham-Streater at the Center on (202) 347-1994 or by e-mail at mcpadc@mcpa.org.
- Due Date:** Normally in March
- Selection:** Nominees selected for personal interviews will be notified by late April.



**MID-LEVEL
DEVELOPMENT
PROGRAMS**

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DEPARTMENTAL MENTORING PROGRAM

Why Have A Mentoring Program?

- Mentoring Identified by Deputy Secretary As A Key Element of DOE Human Capital Management Initiatives
- Integral Part of Succession Planning Efforts
- Key Element of Leadership Development for Senior Executives



"It is literally true that you can succeed best & quickest by helping others to succeed."

What Are The Benefits?

- Cost Effective Leadership Development
- Improved Recruitment/Retention of Talented & Diverse Workforce
- Improved Succession Planning
- Increased Employee Motivation
- Increased Management Ownership and Engagement

Who Is the Target Audience?

- ◆ SES Members to serve as Mentors
- ◆ High Potential GS-13 thru 15 Level Employees as Protégés

What are the Key Features?

- Implement Program in Each Organization Department-wide
- Program Participation is a Self Nominating@
- Mentors Will Make Final Selection of Their Protégé(s)

What Are The Roles & Responsibilities For Each Organization?

- + Top Management Support
- + Identify Mentoring Program Manager
- + Ensure Program is Operating Effectively



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What Does It Cost?

- ◆ Primary Cost Will Be For Training Participants
- ◆ MF-51 Will Fund

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**U. S. DEPARTMENT OF ENERGY
NATIONAL NUCLEAR SECURITY ADMINISTRATION**

***INTERN DEVELOPMENT PROGRAM
(Entry-Level Positions)***

Note: This program was locally designed and implemented at the NNSA Service Center Oakland Office.

Objective:	The InD is designed for entry- level hiring into professional, engineering, scientific and administrative occupations. The objective is to provide a continuing source of highly competent technical and administrative personnel with the skills and knowledge necessary to meet current and future staffing needs.
Cost:	Will vary based on the development requirements of the position(s). All program requirements can be accomplished locally.
Duration:	2 years
Structure:	Interns are hired directly into their home organization and spend their first 6 months in that organization. This 6-month period is intended to provide for orientation of the Interns to the specific culture and missions of the home organization, as well as an orientation to the overall National Nuclear Security Administration. Orientation, training, site tour(s), and participation in some core business training will take place during the initial six months. The remaining eighteen months will be spent performing rotation assignments, participating in core business and professional training, and performing work within the home organization.

Interns are provided practical training which will provide them a good, broad basis in a variety of functional areas. The cumulative amount of time spent in formal training during the two-year internship is expected to be approximately 4 weeks. The basic training modules are:

- Orientation and Core Business Training: Interns attend new employee orientation and participate in locally conducted Core Business Training to include:
 - Introduction to DOE/NNSA
 - Basic Contract Administration
 - EEO
 - Environmental Laws and Regulations
 - Federal Budget Process; and
 - Integrated Safety Management Systems
- In-depth training within the professional area: Interns take a minimum of 80 hours of in-depth professional training in areas directly related to his/her particular professional career path;
- Rotational Assignment(s): To achieve the Department's goals based on its varied and changing missions, Interns need to be provided with the professional skills and knowledge base that will allow them to effectively support the Department's changing missions over time. Rotational work assignments provide practical hands-on, real-life experiences, and the opportunity to experience interactions between the assigned duty station and

other office elements. InD Interns complete one or two rotation assignment(s) not to exceed 180 days.

- Shadow Assignment(s): Interns are expected to participate in at least one shadow assignment of a (GS-14) team leader or (GS-15) Division Director to observe day-to-day decision-making and leadership responsibilities of senior employees and to better understand the challenges that they face in meeting these responsibilities.

Service Obligation: As described in DOE M 360.1A, “Federal Employee Training Manual”, a continued service agreement is required for each training activity that exceeds 160 training hours.

For additional information, please contact the NNSA Office of Training and Development in Oakland at **510-637-1929**.

U.S. DEPARTMENT OF ENERGY
OFFICE OF TRAINING AND HUMAN RESOURCE DEVELOPMENT

Career Development Programs

EXECUTIVE POTENTIAL PROGRAM (GS-13 to GS-15)

(Administered by the USDA Graduate School)

Objective: To provide a foundation of management training and developmental experiences to facilitate the transition into management

Cost: **\$4,900** plus travel expenses (funded by organization)

Duration: 1 year (part-time, participants remain on job)

Program Cycle: One program a year normally beginning in March

Structure: Major components of this program, in addition to residential training sessions/seminars, mentoring, a team benchmarking activity, and a cluster group project, include the following:

Developmental Assignments: Two 60-day developmental assignments to provide participants with the breadth of work experience in goal setting and clarification; planning and problem solving; work facilitation; obtaining and giving feedback; making control adjustments and recognizing and reinforcing task performance. The assignments can be in DOE, other Federal agencies, private organizations, Capitol Hill, OMB, or the White House.

Shadowing Assignment: Completion of a three-day shadowing of a senior executive. Purpose is to provide exposure to managerial excellence and visibility among Federal managers and executives and to view decision-making styles and problem solving techniques.

Executive Interviews: Completion of interviews with five senior executives in the Federal Government (three career executives, one non-career appointee and one female). Purpose is to gain critical information for long-term career planning and to develop insight/knowledge about the role of the Federal executive.

For additional information, please contact the Office of Training
and Human Resource Development at (202) 287-1656.

OFFICE OF TRAINING AND HUMAN RESOURCE DEVELOPMENT

Career Development Programs

EXECUTIVE LEADERSHIP PROGRAM FOR MID-LEVEL EMPLOYEES

(GS-11 to GS-13)

(Administered by the USDA Graduate School)

Objective: To develop competencies needed to assume positions as team leaders, supervisors, or managers

Cost: **\$3,650** plus travel expenses (funded by organization)

Duration: 1 year (part-time, participants remain on job)

Program Cycle: One program a year normally beginning in August

Structure: Major components of this program, in addition to five weeks of residential training sessions/seminars, mentoring, management readings, a team benchmarking activity, a program impact paper, and a leadership development team activity, include the following:

Developmental Assignment: One 30-day and one 60-day developmental assignment to provide participants the opportunity to test their managerial/supervisory and project management capabilities outside their technical expertise. The assignments can be in DOE, other Federal agencies, private organizations, Capitol Hill, OMB, or the White House.

Shadowing Assignment: Completion of a five-day shadowing of a senior Federal manager at the GS/GM-13 level or above. Purpose is to provide exposure to managerial excellence and visibility among Federal managers and executives and to view decision-making styles and problem solving techniques.

Executive Interviews: Completion of five executive interviews including a member of the SES and a female manager. Purpose is to gain critical information for long-term career planning and to develop insight and knowledge about the role of the Federal executive.

For additional information, please contact the Office of Training and Human Resource Development at (202) 287-1656.

U.S. DEPARTMENT OF AGRICULTURE (USDA) GRADUATE SCHOOL

Human Resources Professional Development Leadership Program

The Graduate School, USDA, in partnership with the Federal Section of the **International Personnel Management Association**, is now offering IPMA's **HR Professional Development Leadership Program**. The six-month program is designed to prepare GS-12 and GS-13 HR professionals for future leadership positions and provides a new perspective on evolving HR roles.

The Program

Over a six-month period in three one-week sessions (two of which will be residential), participants will work individually and in teams to learn how to operate in the new HR environment. Presenters and facilitators with recent federal HR experience will guide the learning process. Speakers from the federal government, universities and think tanks will provide information and challenge participants to understand new roles and requirements. View the [program objectives](#).

Program Components

- define HR in terms of an organization's mission and business requirements
- collaborate with managers to enhance leadership competencies and human assets and
- advocate effectively for HR investments to promote business results.

Requirements

Participants must be currently engaged in some aspect of the HR profession and be at the GS-12 or GS-13 level. GS-11s with high potential may be admitted on a case-by-case basis. This is a rigorous and intense program that requires a significant amount of work outside the classroom. Participants make individual and team presentations. Shadowing and interviewing assignments may also be assigned.

Dates and Locations

Three one-week training sessions:

Registration

Tuition is \$2,250 plus travel and per diem. Application Deadline: has been extended! You may complete your [registration application online](#) using our secure online form (view [security certificate](#) information).

More Information

For more information, please contact Delores Stuckey at the Graduate School's [Leadership Development Academy](#) at (202) 314-3595 or lda@grad.usda.gov.

OFFICE OF TRAINING AND HUMAN RESOURCE DEVELOPMENT

Career Development Programs

NEW LEADER PROGRAM (GS-7 to GS-11)

(Administered by the USDA Graduate School)

Objective: To prepare high potential employees for leadership positions by enhancing communication, problem solving, leadership, and interpersonal skills

Cost: **\$2,595** plus travel expenses (funded by organization)

Duration: 6 months (part-time, participants remain on job)

Program Cycle: Two programs per year normally beginning in January and May

Structure: Major components of this program, in addition to three one-week residential training sessions/seminars, two management readings, a program impact paper, and learning team activities, include the following:

Developmental Assignment: One 30-day assignment in or outside of DOE (determined by agency) designed to give insight into agency mission, culture, organizational structure, and meet future individual and agency needs.

Shadowing Assignment: Completion of a 5-day shadowing of a Federal manager at the GS-13 to SES level. Purpose is to understand how the concepts learned in the program apply in real world situations.

Executive Interviews: Completion of one executive interview with a career manager at the GS/GM-13 to SES level. Purpose is to gain critical information for long-term career planning and to develop insight and knowledge about the role of the Federal executive.

For additional information, please contact the Office of Training and Human Resource Development at (202) 287-1656.



**ENTRY-LEVEL
DEVELOPMENT
PROGRAM**

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**U.S. DEPARTMENT OF ENERGY
OFFICE OF TRAINING AND HUMAN RESOURCE DEVELOPMENT**

Career Development Programs

ASPIRING LEADER PROGRAM (GS-5/6/7)

(Administered by the USDA Graduate School)

- Objective: To prepare federal employees in one-grade interval technical, administrative, and support positions to be team leaders and supervisors by strengthening basic competencies in managerial skills including problem solving, oral and written communication, interpersonal skills, and self-direction.
- Cost: **\$2,495** plus travel expenses (paid by organization)
- Duration: 6 months (part-time, participants remain on job)
- Program Cycle: Three programs a year normally beginning in January, May and August
- Structure: Major components of this program, in addition to three one-week residential training sessions/seminars, two management readings, a program impact paper, and leadership development team activities include the following:
- Developmental Assignment: One 30-day assignment in DOE (determined by agency) designed to give them insight into agency mission, culture, organizational structure, and meet future individual and agency needs.
- Shadowing: Shadow/observe a Federal manager at the GS-11 to 13 level for one week.
- Executive Interviews: Completion of three executive interviews with Federal managers at the GS-11 to 13 level. Purpose is to gain critical information for long-term career planning and to develop insight and knowledge about the role of the Federal executive.

For additional information, please contact the Office of Training
and Human Resource Development at (202) 287-1656.

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ACQUISITION

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OFFICE OF PROCUREMENT OPERATIONS

ACQUISITION CAREER DEVELOPMENT PROGRAM
Levels I, II, and III

Objective: This program is designed to meet the needs and expectations of the Department's customers for a highly skilled procurement workforce, and to provide the procurement community with a common foundation of knowledge, tools, and capabilities necessary to successfully support the accomplishment of the Department's mission. The DOE/ACD is also designed to provide the DOE procurement professional with full proficiency in skills and capabilities needed to be comparable to other procurement professionals across the federal government so as to meet the career changes and challenges ahead.

Cost: Program funded by partnerships throughout DOE

Structure: Masters Program available:
Contracting Specialist and Purchasing Agents (GS-1102 and GS-1105)
Levels I, II, and III

For additional information, please contact Joan Snodderly of the
Office of Procurement Operations at (202) 586-9078.

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**PROJECT
MANAGEMENT**

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OFFICE OF ENGINEERING & CONSTRUCTION MANAGEMENT

PROJECT MANAGEMENT CAREER DEVELOPMENT PROGRAM
(Project Managers – Levels 1-4)

Project management has become a focal point for improvement efforts at the Department. As a result DOE's Office of Engineering and Construction Management (OECM) has established the DOE Project Management Career Development Program (PMCDP). This program is designed to meet the needs and expectations of the Department's customers for a highly skilled project management workforce, and to provide the project management community with a common foundation of knowledge, tools, and capabilities necessary to successfully support the accomplishment of the Department's mission.

DOE Order 361.1, Attachment 4 will require field managers and their Lead Program Secretarial Officers to identify their project managers within 90 days of the effective date of the order.

Individuals, who are interested in pursuing training in project management, are encouraged to review the PMCDP course descriptions and curriculum available in CHRIS/ESS. The courseware is listed in the CHRIS system as course numbers 001022 through 001049 (course type PMCDP).

For additional information, please contact your local project management POC, or Wanda Chambers of OECM at (202) 586-8114 or Wanda.Chambers@hq.doe.gov

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OFFICE OF MANAGEMENT, BUDGET & EVALUATION
OFFICE OF CHIEF FINANCIAL OFFICER

FINANCIAL MANAGEMENT DEVELOPMENT PROGRAM
For Levels I, II, and III

The Department of Energy's Financial Management Development Program was adopted in June 1992 for the purpose of assuring the Department has managers and staff who can successfully address the current and future challenges necessary for strong and effective financial management. The FMDP emphasizes cross training, self study, on-the-job experience, and formal classroom training for continued professional development. The Program is built around an established curriculum for achieving seven certifications:

- Accounting Technician I & II
- Accountant I & II
- Budget Analyst I & II
- Financial Manager III

DOE employees in financial management functions are strongly encouraged to use their individual development plans to guide their efforts to accomplish the curricula requirements and achieve certification. Certifications are approved quarterly by the employee's supervisor, recognized with a certificate signed by the Department's Chief Financial Officer, and recorded in a DOE-wide FMDP certification database.

For additional information, please contact the Office of Management, Budget, and Evaluation
Office of Chief Financial Officer at 202-586-4171.

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**SAFEGUARDS
AND
SECURITY**

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OFFICE OF SECURITY

SAFEGUARDS AND SECURITY **CENTRAL TRAINING ACADEMY**

History

Numbers of professionally qualified and experienced safeguards and security personnel within the Department of Energy (DOE) are currently diminishing. To understand the impact on DOE and arrive at a solution, the Office of Security and Emergency Operations conducted a study of what has been dubbed a “human capital shortfall.” This study projected that, by FY06, 75 percent of existing security professionals would be eligible for retirement. In addition, with diminishing federal resources, a professional development program to address critical technical skills with a standardized methodology was determined to be vital to DOE’s success. Options for a solution all pointed to the need for a comprehensive career development program for security professionals. The Security 21 Professional Development Program was the result.

The Office of Security has taken a leadership role in the development of a pilot program designed to meet projected human capital shortfalls. More partnerships are anticipated.

Purpose

Security 21 is a program designed to meet the recruiting, career development, training and workforce planning needs of Headquarters and field managers to solve the human capital crisis within the Department of Energy. The Nonproliferation and National Security Institute (NNSI) in Albuquerque, New Mexico will administer the program.

Who Can Participate

- Interns
- Incumbent employees

What Can Managers Expect

- Workforce planning assistance using professionally developed decision models
- Skill-mix analyses for decision-making
- A centralized administrative system to track the training and experience of each security professional
- Training and certification programs
- Supplemental recruiting resources designed to meet workforce planning and skill-mix requirements
- A professionally trained, cleared, safeguards and security workforce

What Can Participants Expect

- Professionally developed training and on-the-job curriculum
- Mobility opportunities
- Career track development and counseling

How Do I Get Started

Complete the on-line form on this page and a PDP representative will contact you regarding the next steps or email Michael Greene (Mgreene@nnsi.doe.gov), Marsha Austin (Maustin@nnsi.doe.gov), or Eileen Beaulieu (Ebeaulieu@nnsi.doe.gov) at NNSI for details of the program.



**PROGRAM
MANAGEMENT**

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**U.S. DEPARTMENT OF ENERGY
OFFICE OF TRAINING AND HUMAN RESOURCE DEVELOPMENT**

*PROFESSIONAL SKILLS AND TECHNICAL TRAINING
PROGRAM MANAGEMENT CERTIFICATE OF ACHIEVEMENT*

The Program Management certificate will provide a series of introductory, skill-based and advanced levels of training to enable DOE professionals to effectively perform their programmatic functions in support of the DOE Acquisition process. Included is an overview and specific skill-based training for conducting the strategic planning, budgeting, and program execution processes that are necessary to achieve DOE assigned missions; activity-based training to introduce and develop specific skills, procedures, and tools necessary to effectively manage DOE programs.

This series provides an understanding of key concepts about how DOE programs are managed. It will provide an in-depth look at DOE's planning process; and a working knowledge of the program activities and resource management processes. It also offers you an in-depth study of key issues involved in actually managing a program at DOE; and will assist you in understanding and improving your decision-making processes.

Successful completion of 208 hours of classroom training through the Professional Skills Training Program will result in the awarding of the **Certificate of Achievement in Program Management**.

Each of the courses contained in this program provides either professional development units (PDU's) or American Council on Education (ACE) recommended college credit. ACE credit may be applied toward a formal degree program based on the matriculation policies of the college or university with whom application is made.

It is recommended that these courses be taken in the order listed to help you get a full understanding of the DOE process:

- X Program Management Overview (PGM01)
- X Federal Budgeting Process in DOE (PMMS11)
- X Program Planning (PGM02)
- X Program Execution, Control and Evaluation (PGM05)
- X * Effective Decision Making Processes and Tools (PGM06)
- X * Life Cycle Cost Estimating (PMCE01)
- X * Designing, Writing, and Measuring Performance Objectives (PGCE01)

* These courses can be substituted with any combination of OLC courses to meet the 208 hours

The following OLC courses can be used to help meet the 208 required hours:

Budgeting Fundamentals	The Basics of Budgeting
Making Budgets Work	Building an Operating Budget
Sources of Funding	Capital Budgeting
Managing Budgets Effectively	Strategic Management - Planning
Strategic Mgmt. Analysis & Choice	
The Manager's Performance Guide - Business Finance	
Business Management and Strategy	
How to Write a Business Case	

For additional information, please contact Jackie Battle in the Office of Training and Human Resource Development at (202) 287-1583.

**U.S. DEPARTMENT OF ENERGY
OFFICE OF ENERGY EFFICIENCY AND RENEWABLE ENERGY**

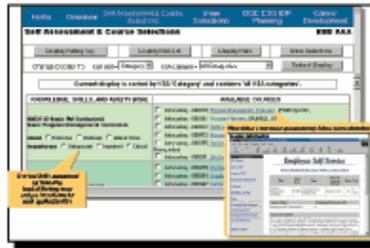
PROGRAM MANAGEMENT VIRTUAL UNIVERSITY (PMVU)

Program Management Virtual University (PMVU) – is a tool for all DOE employees within the Office of Energy Efficiency and Renewable Energy. It provides general program and project management curricula for individuals with little experience, who would like a structured pathway to developing program and project management skills. For the experienced practitioner, the PMVU provides training courses cataloged to specific Knowledge, Skills and Abilities (KSAs) to facilitate their continued education and professional development. More information can be found by visiting the website, <http://www.eere.energy.gov/pmi/training.html>

the classroom.

EERE Program Management Virtual University

The EERE Program Management Virtual University (PMVU) is an online tool kit that allows the EERE user to identify his/ her program management training needs, to identify and select training opportunities to address those needs, and to use the information gathered to prepare a meaningful Individual Development Plan (IDP) using the DOE Automated IDP process.



EERE Program Management Virtual University

The PMVU is a tool for all EERE employees. It provides general program and project management curricula for individuals with little experience, who would like a structured pathway to developing program and project management skills. For the experienced practitioner, the PMVU provides training courses cataloged to specific Knowledge, Skills and Abilities (KSA's) to facilitate their continued education and professional development.

For additional information, please contact Barbara L. Mandley at (202) 586-6507.

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Internal Programs and Tools

The following internal programs and tools are used to support the corporate career development and leadership programs:

Professional Skills and Technical Training Program

The Professional Skills and Technical Training Program is responsible for the design, development, and delivery of competency-based courses to meet critical skill development needs in Project Management, Program Management, and Acquisition and Assistance Management. Program offerings include modular course design, and customized, just-in-time training, for on-site and centralized delivery. The Professional Skills and Technical Training Program is supported by a performance-based, requirements contract for training delivery and ancillary services; available at a "best value" competitively set fixed price.

In addition to our course offerings, the Professional Skills and Technical Training Program can provide a variety of ancillary support services to DOE organizations. These services include training needs assessments, competency development, training and development business plans, and evaluation activities.

The Program currently lists over ninety-five courses in five basic curricula: ***Acquisition Management; Program Management; Project Management; Technical; and Interdisciplinary Skills***. They have been specifically developed to ensure a standardized presentation of DOE policies and procedures and represent current Departmental objectives. They are presented from a complex-wide perspective to support standardized implementation of policies and procedures in meeting DOE's performance objectives. However, specific course material can be adapted or tailored to meet individual site, program, or project objectives for your site. For a complete list of Professional Skills and Technical training course descriptions, please visit our website at (<http://ma.mbe.doe.gov/ME50/Training/index.htm>).

The courses represent topical areas and courses in recurring delivery. As the Department continues to mature and meet new challenges, new training courses will be required. A primary objective of DOE training is the minimization of redundant course development to meet complex-wide requirements that is central to DOE's Corporate Approach to Training. The Professional Skills and Technical Training Program provides this by offering competitively priced course design, course development, and course prototyping through its contract.

We hope you will take advantage of this Program, to the maximum extent practicable, to identify and meet future training needs. The full range of technology-supported learning and instruction is available, including interactive television (ITV), multi-media (MM), computer based training (CBT) and Internet and web-based training.

Our purpose under this Professional Skills Training Program contract remains aligned with yours: to improve DOE's professional performance through development and delivery of the most cost-effective, requirements-driven training program. The requirements nature of the contract applies to those training curricula, topics, and courses where the Department seeks to ensure consistency of certification, content, and cost. Program-level training which has applicability at various DOE field offices meet this requirement; training on site-specific procedures does not.

For additional information, please contact the
Office of Training and Human Resource Development on (202) 287-1656

Continuing Education Program

PROGRAM MISSION:

To promote and support continued human resource development within DOE by providing opportunities for continuous learning through educational programs, services, and partnerships

PROGRAM GOALS:

- Provide employees with flexible learning opportunities
- Complement current agency training activities and workforce development programs
- Increase employee access to and use of the Department's e-learning capabilities
- Provide training that supports employee efforts to acquire skills and learning needed to succeed in specific occupations and professions; and,
- Support continuous learning initiatives throughout the Department

PROGRAMS AND SERVICES:

IN-HOUSE CERTIFICATE PROGRAM

Current Certificates of Achievement available in...

Leadership Development Human Resource Management
Administrative Management. Program Management
Employee Development

- Provide employees with the opportunity to document their professional growth and development.
- Apply learning from certificates toward external degree programs in related fields
- Employees who have already completed coursework included in any of these certificate programs may apply those courses toward a certificate
- New information technology certificate program being developed - ***Microsoft Office User Specialist***
- Registration for FY03 certificates coming soon....

Partnerships assist us by:

- Providing a seamless transition for employees contemplating returning to school or enrolling for the first time in traditional degree programs
- Offering college credit for in-house training
- Delivering individualized programs and services to our organizations based on their specific organizational needs
- Bringing the classroom to the students – onsite classes can be arranged based on organizational need

- ***Visit our website for more information...<http://ma.mbe.doe.gov/ME50/Training/WATC/CEP.PDF>***

Continuing Education Program

MEET OUR CURRENT EDUCATIONAL PARTNERS!!!

Hood College and Strayer University:

Hood College is located in the Germantown-Frederick, Maryland area. Hood offers a variety of undergraduate programs of study to include *biochemistry, biology, chemistry, computer science, environmental science and policy, information and computer science, political science, and regulatory compliance*. Graduate degrees include *biomedical science, computer and information science, environmental biology, and management of information technology*.

Visit their website for details, www.hood.edu

Strayer University offers classes 7 days (and nights a week), with over 30 degree & certificate programs to include programs in *accounting, e-business, internetworking technology, acquisition & contract management, human resource management, and network security*. Strayer University has over 20 campuses and corporate locations in the DC Metro area, with sites in Maryland, DC, and Virginia. Want more info? Go to www.strayer.edu

Online Academic Advising

Both Hood College and Strayer University offer academic advising right from your PC. Login to the Energy Online Learning Center, www.energyolc.gov, go the Teaming Center. From there, go to Team Rooms and select the school you want to contact. Find school calendar information, up-to-date schedules of events, or chat live with a counselor.

*****The Continuing Education Program Manager can assist organizations with establishing new partnerships on an as needed basis. Contact Joellen Jarrett, Office of Training and Human Resource Development, for more information (202) 287-1663***

OFFICE OF TRAINING AND HUMAN RESOURCE DEVELOPMENT

DOE CAREER INTERN PROGRAM (CIP)

Why Have A Career Intern Program (CIP) Program?

- # Increasing Entry Level Hiring Identified by Deputy Secretary As a Key Element of DOE Human Capital Management Initiatives
- # Addresses Issues Associated with an Aging Workforce
- # Integral Part of Succession Planning Efforts
- # Key Element of Maintaining Departmental Technical and Managerial Capability

What Are The Benefits?

- # A Single Corporate Program Capable of Addressing Technical and Business Skills Needs of the Department
- # Cost Effective Entry Level Development
- # Flexible/Adaptable to Field and Program Office Mission and Skills Needs
- # Inculcates New Hires into DOE Faster Through Experiential Learning
- # Field and Program Office Managers Begin to See a ROI Sooner
- # Improved Recruitment/Retention of Talented and Diverse Workforce via Enhance Hiring and Retention Flexibilities
- # Improved Succession Planning

What Are The Key Features?

- # Entry Levels GS 5, 7, and 9
- # 2-Year Program Containing a Common, Technical, and Business Track
- # Trained and Assigned Mentor for Each New Hire
- # Optimal Use of Web-Based Learning
- # Specific In-depth Work Assignments and Training Requirements
- # Rotational Work Assignments in Other Organizational Mission Areas A Single Corporate Program Capable of Addressing Technical and Business Skills Needs
- # Targeted Recruitment Possible with New Federal Career Intern Program Authority (FCIPA)

What Are The Roles & Responsibilities For Each Organization?

- # Top Management Commitment and Support
- # Identify Headquarters Career Intern Program (CIP) Program Manager
- # Identify Field/Program Office Career Intern Program (CIP) Program Coordinator

What Does It Cost?

- # CIP Corporate Training (4-6 weeks) will be Centrally Funded by Headquarters
Cost for the 2-year CIP is \$4-6k Above Normal Costs for a New Hire

Who Is the Target Audience?

- # Recent Graduates
- # Current Employees
- # Persons with 3-5 years Experience

For additional information, please contact Craig West, of the Office of Training and Human Resource Development at (202) 287-1656.

ENERGY ONLINE LEARNING CENTER (OLC)

The DOE Energy Online Learning Center is a web-based training system that is equipped to provide an environment of learning and sharing of information and knowledge. All DOE employees have 24-hour access to this universe of knowledge and career management opportunities.

To date, nearly 1600 courses in such areas as management, leadership, finance, project management, communications, and human resources are offered. Additional courses are added periodically, making the OLC an ever-growing library that houses tools for educational purposes.

Both the employee and the organization benefit through this innovative way of learning and acquiring knowledge. The employee benefits by having unlimited access, 24 hours per day, seven days per week, to an Internet site that enables the user to select from a variety of career development opportunities and take training at a time which best suits his/her own schedule. The organization benefits by saving dollars budgeted for training. Staff time is saved by making it unnecessary for the employee to spend time away from the office traveling to a training site, thus eliminating the need to expend travel funds.

Additional benefits:

- Mandatory training can be standardized and monitored for certification and regulatory requirements
- Courses can be generated quickly for “just in time training” to meet the shifts in national priorities and emergencies
- Resources for courseware development can be more effectively used across the Department to support similar initiatives

For more information about online learning, take a tour at <http://www.energyolc.com>. All DOE Federal employees have access to basic services within the site, including DOE-owned courses. Additional courses are available on a 12-month subscription basis. Employees seeking information on obtaining a subscription or their subscription status should contact their organization’s OLC Data Administrator or Training Coordinator.

Logging on is easy: The login ID is the user’s payroll first and last name, separated by a “dot” (i.e., firstname.lastname). The initial password is the last 4 digits of the SSN. Users will be prompted immediately to change this temporary password to conform to the DOE standard. Need assistance? The OLC team is available through the OLC Help Desk (energyolc@hq.doe.gov) or the OLC Hot Line (202-287-1640) and welcomes comments.

CORPORATE HUMAN RESOURCE INFORMATION SYSTEM (CHRIS)

The Corporate Human Resource Information System (CHRIS) evolved from a corporate strategic planning process where Department of Energy's human resource (HR) community recognized the need to operate its HR and TR programs more efficiently, reduce paperwork, and eliminate redundant and non-Y2K compliant information systems. CHRIS is a relational database built using the web-based PeopleSoft Federal Version 8. Implementation of CHRIS is being accomplished in a number of phases with rollout of additional functionalities being prioritized annually based on customer and Departmental needs, readiness of the Federalized software for implementation, reengineering priorities and criticality of the processes. With the commitment and involvement of many cross-cutting teams, the input of our customers and users, and the implementation of even more technologically advanced solutions to better serve future human resource and information management needs of DOE managers and employees, CHRIS will continue to evolve. CHRIS is available at: <http://chris.inel.gov>.

CHRIS Training Administration is the official DOE corporate system of record for documenting and reporting training of employees and nonemployees and in monitoring and managing training activities that are conducted by DOE offices. To learn more about CHRIS TA, please visit the web site. Currently, the CHRIS web site provides: General Information, User Manual, SF-182 Printing Instructions, Bulletins, Teleconferencing and Meeting Notes, Frequently Asked Questions (FAQs), System and Business Process Updates, etc. The web site address is: <http://chris.inel.gov/tag/tamhome.htm>.

CHRIS Workflow is organized into two functional areas—personnel processing and training processing, referred to as HR workflow and TR workflow, respectively. TR workflow allows employees to initiate training requests and track them electronically. The HR & TR processes consist of a series of steps and approvals, which utilize email notifications, and the compilation of worklists. Both workflow processes are web-based, paperless and involve the electronic transmission/routing/signature of personnel transactions or training transactions in a more efficient manner than traditional methods.

CHRIS Manage Competencies was implemented on October 1, 2000, to record and track the Technical Qualifications Program (TQP) competencies and status. Through this functionality, users assign competencies to a position and an employee, and track the employee's progress in meeting initial target dates for completion of competencies as well as recertification requirements. Positions covered by the TQP can be identified, and once the information has been entered into the system by sites involved in the TQP, reports on program status can be developed. Through ESS, employees can view and update their competency records as assigned to them. Future CHRIS activities include exploring the capability of expanding Managing Competencies for use in other DOE programs.

Employee Self- Service (ESS) enables DOE employees to view their own payroll, personal and training information and update certain information on the Internet. Currently, employees are able to update the following information online: home address, emergency contacts, education, license and certification information, voluntary allotments, federal and state tax withholdings, direct deposit of the paycheck, locator information and their Thrift Savings Plan (TSP). Employees can also complete, revise and submit an automated Individual Development Plan (IDP) online. IDP's are used to plan developmental experiences (course work, special projects, on-the-job training, details, etc.), which may change from year to year as the mission of the organization evolves. Its primary purpose is to ensure that there is an alignment between the skills the organization needs for success and the competencies that an employee possesses and/or needs to support organizational goals and priorities.

To complete their IDP's, employees can find links to various resources including the DOE Training Catalog. When employees have defined their goals and the activities to achieve those goals, they can print a hardcopy and/or notify their supervisor electronically that their IDP is ready for review and approval online. This automated process in no way substitutes for the personal communication and discussions between employees and supervisors prior to the development of the plan.

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Part 3

Corporate Career Development and Leadership Web-page

The CCDL Web page will:

- Disseminate career training and development information, resources and tools geared to entry-level through executive-level employees throughout the entire DOE complex, and
- Provide information to supervisors and managers regarding career and leadership development and succession management options and requirements for their organizations and employees.

Web-page Contents

DOE/NNSA Drivers	Phase I – FY'03	Phase II – FY'04
<ul style="list-style-type: none"> • Memo from Secretary • DOE Mission • Strategic Plan • PMA • Succession Planning • Goals 	<ul style="list-style-type: none"> • Skill Assessment • Tool • Program Descriptions • Self / 360 Assessments • Competencies • Supporting training /development • Library of courses • Links to related web sites 	<ul style="list-style-type: none"> • Development Reading Materials • Details / Rotations • Knowledge Management Info • Networking • On-going pertinent information

For further discussion and/or questions please contact a member of the Corporate Career Development and Leadership team:

Cheri Dent; ME-51, DOE/HQ; Washington, DC; (202) 287-1635; cheri.dent@hq.doe.gov

Diane Rose; NNSA; Office of Federal Services, Training and Development; Oakland, CA; (510) 637-1829; Diana.rose@oak.doe.gov