



CORPORATE GOALS AND PLANS OF ACTION AND MILESTONES MEETING

January 21-23, 2003
HQ

Meeting Summary

Representatives from the DOE Training Community met last week in an effort to lay the groundwork for corporate goals and plans of action that will assist the Department of Energy in “getting to green”.

The primary focus was on reviewing and revising POAM’s that had been placed on an “accelerated” track at the request of ME-51 and OMB. The Department is challenged with the task of implementing

programs within the realm of skills gaps, core competencies and career development and leadership. These elements were part of the corporate goals established at the Annual Training Conference in Albuquerque, in response to the President’s Management Agenda (PMA).

The meeting was an overall success. Several POAM’s were revised, and some were consolidated. The POAM’s are attached in the email and



may be found on the ME-51 Web site: <http://ma.mbe.doe/ME50/training/index.htm>.

The team created a list of specifications (see pg. 2) necessary for a web-based tool for skill gap analysis, and saw demo’s of several tools.

Attendee’s:

- Dottie Van Steinburg
- Dick Devine
- Steve Yazzie
- Diana Rose
- Jeanne Williams
- Joellen Jarrett
- Cheri Dent
- Ceil Rogers
- Maria Rivera
- Neil Schuldenfrei
- Margo Mark
- Ann Capps
- Gretel Pinkney
- Tanya Lockett
- Al Corbett
- Florence Blair
- Ann Farace
- Steve Young
- Tammy James

Day 1 summary

Moving Out Aggressively on HCM & Succession Planning POAM’s – Dr. Butler/Claudia Cross

Last August at the Annual Training Conference in Albuquerque, we established several corpo-

rate goals. There were 4 main goals for which everything else fell under:

- HCM & Succession Planning
- E-Government
- Partnerships

- Resource Management

From this list, certain goals have been pulled out with the focus of “expediting” their progress.

Day 1 summary (cont.)

These involve instituting knowledge management and implementing skills gaps analyses and core competencies for leadership.

The main focus lies on the HCM Scorecard. DOE is very close to “getting to green” and asked OMB what it would take to get there. The answer was:

1. Skill Gaps Analysis – Getting a web-based skills assessment tool (focusing on the scientific and technical area).
2. Core Competencies – For program management, project management, etc.
3. Knowledge Management
4. Succession Planning
5. Corporate Career Development & Leadership Program

We’ve been tasked with implementing these goals within 90 days, and that is why we are here today.

Latest Workforce Restructuring Efforts – Dan Steckler

President’s Management Agenda (PMA) – Five agency-wide initiatives for all agencies:

1. Competitive Sourcing (A-76)
2. E-Gov
3. Improvement in Financial Management
4. Integration of Budget and Performance
5. Strategic Management of Human Capital

The intention is to reshape organizations, reduce management, and conduct

“We’ve been tasked with implementing these goals within 90 days, and that is why we are here today.” - Dr. Jerome Butler

skills analyses. The PMA scorecard is given each quarter for each agency with one of the following scores:

- Green: Achieved everything (developed, implemented, and shown results).
- Yellow: Initiated
- Red: Missed key initiatives.

DOE received a yellow score overall. May 2001 – OMB Memo sent out to heads of every Federal agency, saying

they must develop a workforce restructuring plan. Four offices providing an example of this:

- Energy Efficiency: Implemented a major restructuring effort. Went from 8 Deputy Assistant Secretaries to 2.
- NNSA: Major reorganization-eliminated operations offices, created site offices, and in doing so, eliminated an entire layer of managers. They will have one service center for all of NNSA in ALB.
- Science: Will implement phase one of a restructuring plan in February that will be similar to NNSA’s.
- Environmental Management: Implementation will take place later this calendar year.

Workforce Restructuring Memo - 1/7/03

- Dep Sec has to approve *major* office restructuring
- ME will review packages and make recommendations to the Dep Sec.

DAY 2 summary

A small team broke out at the end of Day 1 to review the Skills Assessment accelerated POAM. This group reported to the larger group early on Day 2, and discussed the changes they made to the objective and associated actions/dates.

The entire team moved on to the Core Competencies accelerated POAM. Dottie Van Steinburg reminded the group of the task. It was determined from the Human Resources Development Council (HRDC) meeting that the Federal government should work corporately and not separately. DOE agreed to take an attempt to identify core competencies– we know they exist, just need to get them and pull them together to see what makes sense for the Federal government. DOE has an MOU with USDA Grad School, who

submitted a draft Statement of Work on how to lay this out online. Ann Capps led the group as they reviewed the Statement of Work to determine if it made sense, had the right tasks and if so, were resources available. This process helped the team modify the Core Competencies POAM, which was eventually combined with the Skills Assessment POAM.



Corporate Career Development & Leadership Program– Diana Rose

A corporate approach to leadership and career development would:

- Link to DOE’s Strategic Plan, Mission, and Goals
- Align with the President’s Management Agenda initiatives– i.e., Mentoring Program
- Actively Integrate Succession Planning Tools
- Corporately support workforce restructuring and leadership and career development
- Use corporate resources through partnerships
- Use technology for continuous learning
- Career Development Advisory Subcommittee Charter

- Provide a framework for DOE-wide corporate structure
- Focus on 5 critical target areas
- Address adequate funding mechanisms
- Identify top-level management “champion”
- Identify programs in place and use/consolidate best practices

Today’s Focus– Corporate framework of 5 development areas:

- Tied to performance objectives
- Tied to competency requirements
- Tied to succession planning
- Tied to E-Gov
- Tied to the “bottom line” - \$ efficiency

- Tied to ROI

Framework Objectives—Systematic Approach:

- “Flow of other corporate goals into career development (core competencies >skills assessment >knowledge management >partnering
- Clear paths, i.e., tie intern >mid-career >senior programs

Framework Objectives– Efficiency/Effectiveness

- Eliminate program stove-piping
- Use existing Career/Leadership Development Programs
- Make use of e-learning
- Make us of electronic communication
- On-going Quality Analysis to ensure

programs meet needs

Framework Suggestion– Establish Corporate Web Page

- Corporate goals/philosophy
- Links to the five programs
- Programs’ competency links to each other and to common development options
- Links to resources

Evaluation Measures:

- Increased employee productivity
- Closing of skill gaps
- Reduced training & development costs
- Increased morale/retention

“What we are doing is building a ‘Toolbox’ that we can take to the Management Council and ask them to fund.

- Dr. Jerome Butler

Path Forward:

- Finalize draft model
- Get buy-in from program champions
- Establish Web page
- Communicate– Develop approach for DOE to improve internal communications—Internal Communications Coordinator, Market Program
- Memo to Departmental Elements (ref. Web sites to Access Information). DOE-briefing– all employees
- Corporate Training Advisory Group Meeting

Next Steps:

- Determine Corporate Approach to Leadership & Career Development for FY-2003 and beyond
- Ensure alignment with DOE Strategic Plan & PMA
- Get Management Council support

After Diana’s presentation, Al Corbett led the group in a review of the benchmarking analysis performed on 12 assessment tools and the companies providing the service. He also passed out a paragraph on the “general” specifications desired for the skills assessment tool.

Day 2 ended up with the team brainstorming specifications needed/desired for the skills assessment/core competencies software. The team came up with specifications under three main categories: content, function and attributes. These specifications are listed in detail on page 4.

The group also decided that they would like to see the capabilities of CHRIS in meeting these specifications, as it is a system DOE already has and uses.

Specifications

CONTENT:

- Descriptions of career fields, starting with the 5 functional areas of Program Management, Project Management, Acquisition, Financial, & Leadership, including general, technical and leadership competencies
- Library of competencies and customizable competencies to include the 5 functional areas.
- Training resource library for identifying interventions
- Career paths and customizable career path Program documentation (tutorial)

FUNCTION:

- Provide for self-assessment
- Gap analysis (current and future) Workforce Planning- including Workforce Analysis & Succession Planning
- Query- Reporting
- 360-degree assessment

- Training needs assessment
- Identify interventions based on gaps
- Group analysis (by organization or multiple site)
- Analyze skills distribution
- Core competency identification
- Levels of accessibility
- Roll-up info across multiple sites and orgs
- Skills comparison:
 - Individual self-assessment to Standard
 - Individual self-assessment to Manager's Assessment
 - Level 1 Competency to



- Level 2 Competency
- Diversity Assessments

ATTRIBUTES:

- Customizable
- Web-based
- CHRIS/PeopleSoft compatible
- Scalable
- Easy to use/user-friendly
- Available to all DOE employees
- Cost-benefit ratio
- SCORM/ADA Compliant
- Transferable; in-house administration/ease of maintenance
- Ease of implementation- installation timeline via Statement of Work
- Training for users and administrators
- EEO/Diversity data embedded in functions

Software demo's

USA Careers, Steven Von-Vital

- Courses available in public domain
- Conflict management courses available
- Course catalog update daily, courses not in particular order
 - o Click on course title, info comes out
 - o Course catalog is additional subscription service
- 4 software: (subscription for training)
 - o Voice Report
 - o Voice Administration
 - o Career Architect
 - o Development Resource Architect
- All info available on the website
- Benchmarking: Sun Microsystems, People Soft, DOE BPA, ME-90 Thad Konopnicki

EERE – Barbara Mandley

Program Management, Virtual University (PMVU)

What is PMVU?

- Online tool kit
- Identifies training needs
- Identifies and selects training oppor-

- tunity
- IDP through ESS

Benefits:

- Address training needs regardless of positions
- Facilitates focused and objective discussions
- Eliminates need to search for courses
- Paperless, one-stop IDP process

Features:

- Contains relevant program management and project management courses
- Relates course to specific KSA

Lominger "Voices"– Les, Melissa

- Can tailor competencies to your org, but database analysis will not contain your comps.
- Reports on rating comps
- Can do group or individual analysis
- Several Reports: Narrative, Blind Spots, Hidden Strengths, Importance Rating Overview, Notes by competency

People Sciences (SkiQuest)

- Presents skills standards by job title
- Facilitates assessment and dialogue
- Identifies organizations strengths and weaknesses

- Provides gap analysis
- Skills Plex contains set of skill models and templates
- Over 10,000 skills and knowledge elements
- More than 200 business categories
- Hundreds of disciplines

Meridian/KSI

- Web-based (add-on to DOE Online Learning Center infrastructure)
- Contains an IDP component / Add-on for MKSI Knowledge Centre
- Competency modeling component that includes 360 skills assessment survey
- Performs Skill Gap analysis
- Provides recommended Learning activities
- Capability for coaching activities
- Capability for competency management at the corporate level
- Reporting capability



Day 3 summary and meeting close out

Day 3 began with a review and final revision of the specifications. The team also made final revisions to the combined Skills Assessment and Core Competencies POAMS and added dates to the actions.

A teleconference will be set up in which Enid Levine will go over the CHRIS features with regard to skills assessment and core competencies. All team members are encouraged to participate.

The team also reviewed and revised the Corporate Career Development & Leadership POAM. All finalized POAM's were ready by the end of the day to present to Dr. Butler and Claudia Cross.



ME-51
950 L'Enfant Plaza
Suite 710



Phone: 202-287-1656
Fax: 202-287-1658
Email: nancy.nurthen@hq.doe.gov

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MISSION

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