

# FY 2018 STAFFING PLAN

September, 2017



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## INTRODUCTION

The Defense Nuclear Facilities Safety Board's (Agency) Staffing Plan (SP) stems from Section 2.2, Board Resource Planning, of the Board Procedures, and supports Strategic Goal 4, Achieve Excellence in Management and Communication with Stakeholders, of the Agency's Strategic Plan (FY 2014 – 2018).

This SP was developed in recognition of the fact that a highly-skilled and motivated workforce is fundamental to meeting the Agency's vital mission. The SP applies a strategic, yet practical, approach to the Agency's overall workforce requirements, while also addressing the specific needs of each Agency Office. Its purpose is to help provide a framework to ensure the Agency can proactively attain the appropriate resources to meet its current and future workforce demands.

The Agency's FY 2018 budget requests 115 Full Time Equivalents (FTE) plus 5 Board Member positions for a total of 120 FTE. Therefore, this document tracks with the Agency's official FY 2018 request for 115 FTE plus 5 FTE for Presidential Appointments.

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**DEMOGRAPHIC DATA**

(as of September 18, 2017)

**Hire/Loss Data**

Data	FY 2016	FY 2017	Δ
Current Onboard Number#	116	114	-2
Number of Hires during FY <sup>^</sup>	17	11	-6
Number of Losses <sup>^</sup>	7	14	7
Attrition Rate <sup>^</sup>	6%	10%	4

**Service and Salary**

Data	FY 2016	FY 2017	Δ
Agency Length of Service (average) <sup>^</sup>	9	10	1
Federal Government Length of Service (average) <sup>^</sup>	13	15	2
Agency Employees Retirement Eligible (within 3 years) <sup>^</sup>	22%	32%	10%

**Highest Education Level and Age Data**

Data	AVERAGE AGE	B.A.	MASTERS	Ph.D./J.D.
DNFSB	49	34%	39%	23%
Federal Government~	48	32%	16%	4%

**EEO Data**

Statistic (as % of Agency staff)	FY 2016	FY 2017	Δ
% of Female <sup>^</sup>	29%	31%	2
% of Under-Represented Groups <sup>^</sup>	25%	21%	-4
% of Total Number of Supervisor Positions filled from Under-Represented Groups <sup>^</sup>	7%	6%	-1
% of Total Number of Supervisor Positions filled with females <sup>^</sup>	33%	25%	-8

#Includes Presidential Appointees

<sup>^</sup>Does not include Presidential Appointees

~Source: Office of Personnel Management (OPM) Employment Reports

**STAFFING PLANNING FOR FY 2018**

**Actual and Projected Staffing Usage for Recruitment Planning for FY 2018  
(excluding Presidential Appointees)**

	<b>Employee Allocation (FY 2018 allocations to achieve 115 FTE^ )</b>	<b>122</b>
A.	Current Usage (Based on current FTE)	<b>114</b>
B.	Projected Hires (selections awaiting start date)	<b>0</b>
C.	Projected Losses	<b>-9**</b>
D.	Projected Usage (A+B+C)	<b>105</b>
E.	Projected Availability (new hires FY 2018)	<b>17</b>

^Does not include Presidential Appointees

\*\*Using historic attrition numbers

**Location of Agency Staff**

**(excluding Presidential Appointees)**

**Onboard Number versus Optimal Need for FY 2018**

<b>Location</b>	<b>On Board (September, 19, 2017)</b>	<b>Needed</b>	<b>Δ</b>
<b>DC*</b>	100	112	12
<b>LOS ALAMOS</b>	1	2	1
<b>HANFORD</b>	2	2	0
<b>OAK RIDGE</b>	2	2	0
<b>PANTEX</b>	2	2	0
<b>SAVANNAH RIVER</b>	2	2	0
<b>Total</b>	<b>109</b>	<b>122</b>	<b>14</b>

\*Includes employees in off-site remote locations (4 – engineers)

**OFFICE PROFILES AND WORKFORCE PRIORITIES**

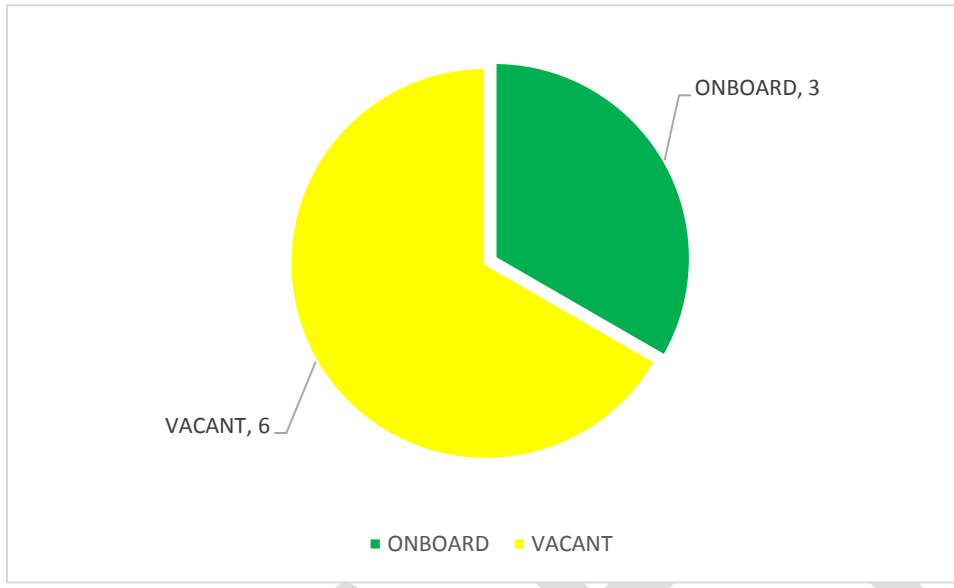
During the Staffing Planning initiative, each Office identified critical staffing needs and positions to be filled based on their specific organizational demands.

Based on the Agency's historical attrition data, the allotment of 122 slots (not including the 5 Presidential Appointees) has been used to support the Agency in its goal of reaching the number of FTEs requested for that fiscal year. Using the higher allotment allows the Agency to take into account vacant positions and temporary upticks in onboard numbers throughout the fiscal year.

As the FY 2018 budget request remained at 115 FTE (plus 5 Board Member positions for a total of 120 FTE), this document continues to use the allotment of 122 slots for planning purposes; however, it also allows Offices to reflect projected changes in staffing needs.

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**OGC WORKFORCE PROFILE AND WORKFORCE PRIORITIES**



Current OGC Profile		
POSITION TYPE	ON BOARD	VACANT
EXECUTIVE	1	1
ATTORNEY	2	3
ADMINISTRATIVE SUPPORT	0	2
<b>TOTAL</b>	<b>3</b>	<b>6</b>

At the current staffing level, OGC has struggled to support the needs of the Board and the other two offices. While the Deputy position was filled for several months during FY 2017, the office has experienced an on-going reduced staffing level that has restricted the ability to handle emerging work or to provide the depth of resources necessary to support staff leave requests and developmental opportunities. During FY2017, the Deputy, senior attorney for ethics, and the paralegal positions were vacated. One staff attorney was out of the office or on a reduced schedule for several months, and one attorney was out of the office part-time in support of a developmental opportunity. OGC was also delayed in filling open positions due to the government-wide hiring freeze and delays from OPM in posting a position. Future OGC hiring at the proposed levels will provide for five staff attorneys. This will allow for OGC implementation of the agency FEPDO program for greater than six month developmental details.

This staffing level will allow OGC to support the current workload of the agency and provide an increased focus on direct legal support to the Board from the General Counsel. When fully staffed, the office will be better positioned to eliminate the need for outside contract support for legal services. This staffing level will also allow for more cross-training and succession planning for normal attrition.

**Positions to Be Filled:** The Deputy General Counsel position is intended to be filled prior to the end of Q1 FY2018. Filling the Deputy position will relieve the staff attorneys of the need to cover the General Counsel duties during the absence of the General Counsel. If the Board chooses to modify the position to reduce it in grade from SES to GS-15, the Deputy would then conduct direct work half-time and perform supervisory duties half-time. If the Board does not modify the current position, it will be filled at the SES level.

One vacant attorney position is currently posted for filling at the GS-13 to GS-14 level. This position has an emphasis on employment law matters to provide much needed support in that subject area. The position will also

support technical staff work and ideally also provide support on contracting and fiscal law. Hiring at the mid-career level is intended to provide immediate support in these areas.

One attorney position will be filled through a posting or recruitment effort at the senior attorney level (GS-14 with promotion potential to GS-15). This position will fulfill the role of Alternate Designated Agency Ethics Official and be responsible for highly specialized ethics advice to the agency.

The fifth attorney position, previously approved by the Board has not been filled by the office. A fifth attorney is intended to provide the depth of support needed specifically to allow opportunities for existing staff to engage in additional development and for succession planning purposes. While the office should not need to maintain a fifth attorney position for the long-term (greater than five years), initiating the recruitment of an entry-level attorney at this time will enable the office to prepare for future attrition as well as providing the currently needed bench strength.

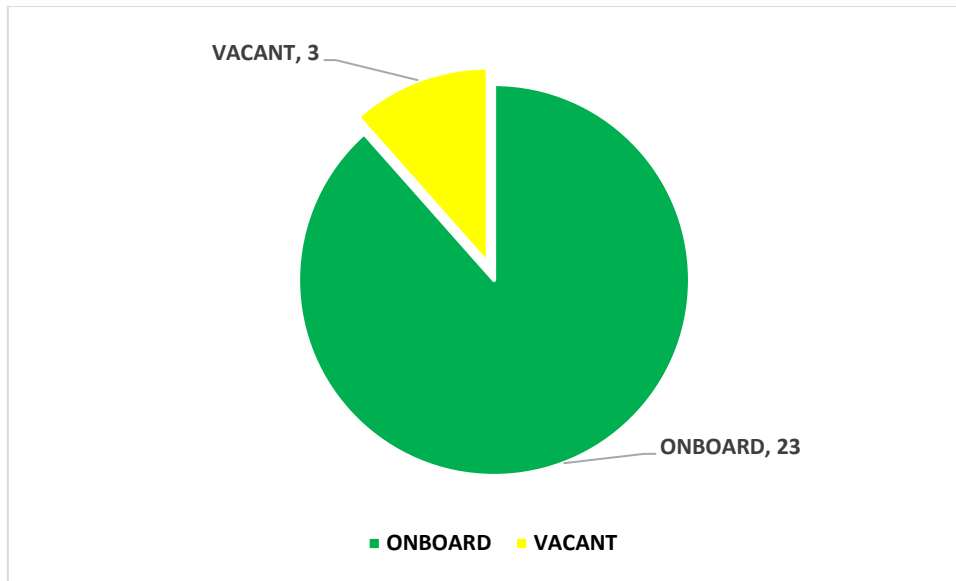
The administrative support position for a paralegal will allow OGC to continue its efforts to modernize the office. The loss of the paralegal in FY2017 has delayed or deferred efforts that will improve electronic research, ticketing of legal support requests, maintenance of NARA series records, development of a desk reference, and additional office improvements in support of greater efficiency and effectiveness in providing legal support to the agency.

The office recently and unexpectedly lost its contract support for administrative services. Rather than fill this position using a contractor, OGC proposes to add one FTE to fill the position with a Federal employee. This would constitute a 1 FTE increase for the office under the current proposal, assuming the office is able to fill all of the vacant positions this fiscal year. One additional contract position for limited duration (estimated 3 months) will be used to process existing legacy records into the newly developed knowledge management system. This system will allow the simplified electronic research of legacy legal opinions of the office and other references while providing hyperlinks to a current legal research database.

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**OGM WORKFORCE PROFILE AND WORKFORCE PRIORITIES**



Current OGM Profile		
POSITION TYPE	ON BOARD	VACANT
EXECUTIVE	2	0
MANAGER/SUPERVISOR	4	1
OIG LIAISON	1	0
HUMAN RESOURCES	3	0
BUDGET ANALYST	1	0
CONTRACT SPECIALIST	1	0
FISCAL SUPPORT	2	0
FACILITIES SUPPORT	1	0
INFORMATION TECHNOLOGY	3	0
RECORDS MANAGEMENT	1	0
ADMINISTRATIVE SUPPORT	1	0
SECURITY	3	0
VACANT		2
<b>TOTAL</b>	<b>23</b>	<b>3</b>

**Positions to Be Filled:** Although the original OGM allotment was for 26 slots, OGM does not have plans to fill the 2 vacant slots. As a result of these workforce changes, OGM’s final slot allotment for FY 2018 will be 24 (a reduction of 2 allocations).

**External Workforce Resources**

As a small agency and consistent with government-wide lines of business objectives, several areas of administrative support services are obtained from federal service providers. Payroll and human resource processing support is provided by the United States Department of Agriculture’s (USDA) National

Finance Center (NFC). Financial and accounting services (along with provision of the Concur travel system) is provided by USDA's Office of the Chief Financial Officer. For security support, the Department of Energy (DOE) conducts employee background investigations for Agency employees' security clearances and the General Services Administration issues and maintains HSPD-12 identification cards. The Agency has interagency agreements with the Department of Health and Human Services' Federal Occupational Health unit for Employee Assistance Program and Health services, and with USDA for provision of an electronic learning system (AgLearn). These recurring support services total approximately \$510,000. Other support needs may arise, but they are not expected to exceed \$100,000.

In addition, OGM plans to use recurring contractor support services totaling the equivalent of 15.25 FTEs as follows:

#### Information Technology Support

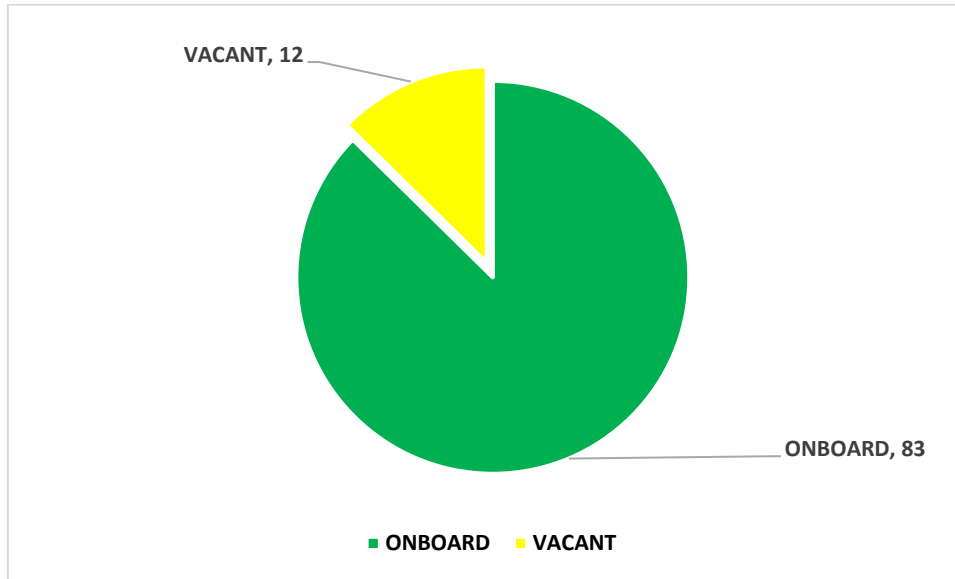
Program Manager  
Help Desk Technical Support Services (2)  
Network Engineer  
Cyber Security/IA Security  
SharePoint/Content Management Support Services  
Solution Architect/SME

#### Administrative Support

Program Manager  
Mailroom Support/Document Control/Occupational Radiation Program Services  
Front Office Executive Assistant (2)  
Division of Human Resources Program Support  
FOIA/Privacy Support  
Principal Accountant  
Receptionist Services

The estimated amount of these services is approximately \$7.2M and although other contractor support needs may arise, they are not expected to exceed \$200,000.

**OTD WORKFORCE PROFILE AND WORKFORCE PRIORITIES**



Current OTD Profile		
POSITION TYPE	ONBOARD	VACANT
EXECUTIVES	6	1
SENIOR LEADER	0	1
DN SUPERVISORS	3	0
ENGINEERS	60	9
PDPs	3	0
RESIDENT INSPECTORS	9	1
ADMINISTRATIVE SUPPORT	2	0
<b>TOTAL</b>	<b>83</b>	<b>12</b>

The Office of the Technical Director (OTD) evaluated the technical staff’s ability to execute the Defense Nuclear Facilities Safety Board’s (Board) nuclear safety oversight mission. When determining the 12 OTD vacancies in the above Table, we established a baseline for OTD engineering from the beginning of FY 2017. Since that time, three engineers transitioned into new supervisor positions and eight engineers were reassigned to support internal control activities (eight engineers were assigned a loading of 50% for internal control activities so the effective change is a reduction of four engineers). When coupled with attrition of two engineers, this results in a total of nine engineering vacancies in OTD. The remaining three vacancies correspond to currently open positions within OTD.

The Board’s strategic plan and annual work plan, along with Department of Energy (DOE) work activities, drive the technical staff oversight capabilities needed to execute the technical staff mission (demand). OTD evaluated the current and future technical staff “capability” and “capacity” to deliver on this mission to identify workforce gaps and to develop the insight needed to address these gaps. To support evaluation of the technical staff workforce gaps described above, the OTD leadership team completed a Strengths, Weaknesses, Opportunities, and Threats (SWOT) evaluation of the technical staff workforce to identify potential impacts and improvements to support the Board’s nuclear safety oversight mission.

The SWOT team evaluated technical staff capabilities and the current oversight mission. As part of the analysis, the team identified nuclear safety oversight areas where staff capability or capacity was limiting the Board's ability to perform high priority mission activities. The SWOT team also considered potential changes in the oversight focus due to new or changing DOE activities through Fiscal Year 2022. The SWOT team used this information, along with potential technical staff attrition, to evaluate staffing challenges in the future.

**Near-Term Skill Needs.** OTD identified the following significant near-term skill needs: fire protection; confinement ventilation; and non-destructive analysis. Based on the Board's potential oversight mission in FY 2022 and attrition in the next five years, OTD also identified the need for additional technical staffing in the areas of health physics and nuclear criticality safety. For these areas, OTD is working with the Office of the General Manager (OGM) on two fronts: 1) recruitment and/or retention of highly qualified technical experts; and 2) programs to train current staff. If needed, OTD also will consider the use of outside experts to supplement staff capability in these areas.

**Training.** For training, OTD is developing a comprehensive technical staff training program that will include annual training focused on staff-wide topics including safety basis, technical writing, issue analysis, agenda and interview techniques, and other key areas. In addition, the program will develop training guides to improve technical expertise in specialty areas including safety basis, nuclear criticality safety, confinement ventilation, and quality assurance. Technical staff training also is ongoing in many other areas to improve staff capability and capacity.

**Knowledge Transfer.** OTD is aggressively pursuing knowledge transfer activities from the current group of staff experts to other, less experienced staff. Technical staff members are performing knowledge transfer activities in the following specialty areas: nuclear criticality safety, confinement ventilation, electrical distribution, quality assurance, and safety basis.

**Professional Development Program.** OTD will continue to use the Professional Development Program as a structured career path for employees with a bachelor's degree. This program allows junior technical staff members to gain agency experience before earning their Master's degrees and gaining practical experience outside of the agency. The program has been successful in attracting and retaining highly skilled and motivated candidates straight out of college, and the model can potentially be broadened to engage employees at all stages and levels of their career. By doing so, the agency is able to improve the staff's current skillset with the disciplines and experience most needed to help the agency fulfill its mission.

#### **External Resources.**

*Administrative Support*—For administrative support, OTD plans to continue using contractor support totaling the equivalent of five full-time employees in the following areas:

- Secretarial support (4), and
- Technical editing program support (1).

The estimated cost of these services is approximately \$400K.

*Engineering Performance Group Program Support*—To assist with the areas listed below, OTD plans to begin using additional contractor support. These services require the equivalent of two full-time employees, and the estimated cost of these services is approximately \$300K (not currently reflected under contract costs in the FY 2018 budget):

- Reviewing, revising, and maintaining existing OTD procedures
- Enhancing and maintaining the OTD planning tools
- Developing, revising, and maintaining OTD training materials
- Assessing OTD internal controls
- Compiling data and information for the Annual Performance Report, Annual Performance Plan, Budget Request, and Annual Report

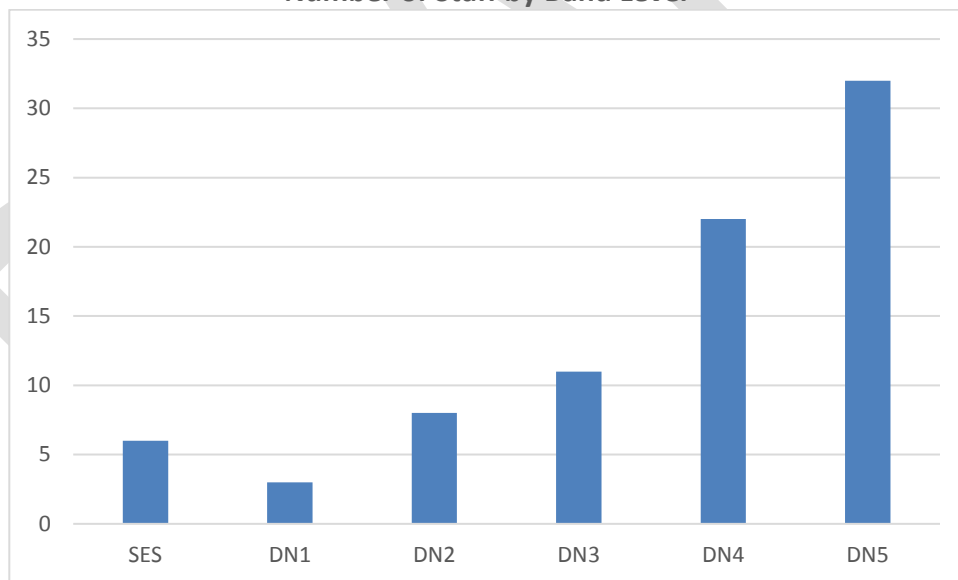
*Technical Contractor Support*—The technical staff uses outside expertise via technical contractor support for (1) Issues related to evaluation of site characterization, seismic hazard, geotechnical engineering, and structural design at various defense nuclear facilities; (2) Review of maintenance and operations at DOE facilities on an as needed basis; and (3) Review of nuclear criticality safety issues. The estimated cost of these and other technical contractor support is not expected to exceed \$500,000.

Other contractor support needs may arise, but they are not expected to exceed \$100,000.

### **OTD Experience Distribution.**

OTD evaluated the technical staff experience by reviewing the distribution of staff in the DN bands. This distribution generally corresponds to staff technical experience. Figure 1 provides the number of staff in each DN band for the technical staff in September 2017.

**Figure 1**  
**Number of Staff by Band Level**



Within the highly experienced technical staff levels (i.e., Band 5), 16 of the 32 staff members are eligible to retire within the next five years. This potential attrition continues to drive technical staff knowledge transfer activities. OTD recommends continuing to recruit and hire the best technical candidates across all DN bands with particular emphasis on engineers with proven technical expertise who can help bridge the gap when senior technical staff retire.

### **OTD Succession Planning.**

The OTD succession plan is focused on ensuring the next technical staff leadership team is developed and ready to step-up when called upon. The succession plan includes the following key elements: leadership training, leadership roles, and mentoring. OTD has identified opportunities in each of these areas and is working with OGM, Associate Technical Directors, and individual staff to develop staff leadership roles including the Band 5 supervisor positions.

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