

United States Government

Department of Energy  
Office of River Protection**memorandum**

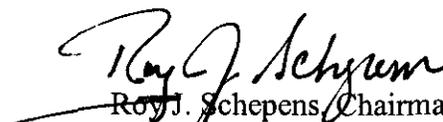
DATE: MAY 04 2006

REPLY TO  
ATTN OF: TED:DCB 06-TED-033SUBJECT: FEDERAL TECHNICAL CAPABILITIES PANEL (FTCP) INTERIM GUIDANCE ON  
THE DEVELOPMENT AND CONDUCT OF THE CORPORATE TECHNICAL  
INTERN PROGRAM

TO: Distribution

The attached approved Interim Guidance on the Development and Conduct of the Corporate Technical Intern Program satisfies Action 3.3 in the Federal Technical Capability Program Corrective Action Plan. This Interim Guide was developed by an FTCP team lead, Ray Hardwick, Deputy Assistant Secretary, of the Environmental Management Office of Facility Safety. It is based on results from evaluations of past intern programs as provided in the report "Assessment of the Strengths and Weaknesses of Past DOE Intern Programs," dated November 30, 2005.

If you have any questions, you may contact me, (509) 376-6677, or you may contact Ray Hardwick, DOE HQ, (301) 903-4439.



Roy J. Schepens, Chairman  
Federal Technical Capabilities Panel

Attachment

cc w/attach:

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Chief of Nuclear Safety (CNS)

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**U. S. Department of Energy  
Federal Technical Capability Panel**

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**Interim Guidance for the  
Development and Conduct of the DOE  
Technical Leadership Development Program**



**Washington, D.C. 20585**

**March 2006**

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*Interim Guidance for the Development and Conduct of the DOE Technical Leadership Development Program*

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**APPROVAL**

Approval of this Interim Guidance for the Development and Conduct of the DOE Technical Leadership Development Program by the FTCP Chair is indicated by signature below.

  
\_\_\_\_\_  
Roy Schepens  
Chairman  
Federal Technical Capability Panel

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*Interim Guidance for the Development and Conduct of the DOE Technical Leadership Development Program*

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## **Interim Guidance for the Development and Conduct of the DOE Technical Leadership Development Program**

### **1. OVERVIEW**

The purpose of this interim guidance is specifically to support reestablishing the DOE Technical Leadership Development Program (TLDP) which is scheduled to begin in May of 2008. The guidance is based primarily on lessons learned from previous intern programs as provided in the report, *Assessment of the Strengths and Weaknesses of Past DOE Intern Programs*, dated November 30, 2005. Feedback from the ongoing National Nuclear Security Administration (NNSA) Future Leaders Program (FLP) has also been used to refine the management structure and general content of the DOE TLDP. NNSA senior management has incorporated the lessons learned from past intern programs, is closely monitoring the progress of the FLP, and making adjustments as necessary to ensure the continued success of the Program. The FLP will be used as a real-time model and resource for development and conduct of the forthcoming DOE TLDP. Reestablishing the DOE TLDP will act to further support the Department's efforts to recruit and develop the technical talent needed to offset the attrition of the Department's aging technical workforce.

The Department of Energy's TLDP, similar to the NNSA FLP, will provide a continuing source of highly competent technical personnel with the specialized skills and knowledge to meet the Department's current and future technical staffing needs, while also nurturing their potential as future leaders and managers within the Department. The program consists of general and specific technical training activities, management and leadership development activities, and rotational work experience in a variety of functional programs and program support areas (at various Headquarters offices, field or area offices, laboratories, and/or contractor organizations).

This interim guidance will be institutionalized through a revision of DOE M 426.1-1A, *Federal Technical Capability Manual*, during the next revision anticipated for early 2007.

### **2. RESPONSIBILITIES**

The management structure of the DOE TLDP as described below is based on the proven NNSA Future Leaders Program.

- a. The Federal Technical Capability Panel. The Panel will collaborate with the Office of Human Capital Management to provide policy oversight and guidance for the TLDP. This will include validating the overall effectiveness of the program, course curriculums, learning activities, and other program objectives.

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*Interim Guidance for the Development and Conduct of the DOE Technical Leadership Development Program*

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- b. **Office of Human Capital Management.** The Director, Corporate HR Initiatives Staff (HR-20), will assign an Intern Program Coordinator for overall administrative coordination of the Career Intern Program, DOE Scholars Program and the TLDP. The Intern Program Manager:
- Coordinates the recruitment effort; and centralized training activities.
  - Coordinates rotational assignments among Headquarters, field, laboratories, and/or contractor coordinators.
- c. **Deputy Assistant Secretary for Facility Safety (EH-2).** The Deputy Assistant Secretary for Facility Safety will request TLDP funding as part of the EH budgeting process, provide full time equivalents TLDP positions, provide training resources for the DOE TLDP and assign a TLDP Program Manager. The TLDP Program Manager:
- Provides administrative supervision.
  - Is responsible for developing an Intern Program Plan and working with the home organization TLDP Coordinator to assist each participant in developing an Individual Development Plan (IDP).
  - Is responsible for making the determination whether the participant will be retained beyond the two-year period. This determination will be made after conferring with all the program officials with whom the participant has worked during the two-year internship.
- d. **TLDP Coordinator.** Home organization TLDP coordinators are responsible for coordinating all TLDP activities within their organizations and with other offices. Every effort will be made to ensure that TLDP participants are fully integrated into the home organization Technical Qualification Program. Learning activities, rotational assignments, and other TLDP-planned activities should assist the participants in fulfilling the Technical Qualification Program and home organization objectives.
- e. **Mentors.** Mentoring activities are a vital component of the TLDP. Home organizations will assign a mentor to each TLDP participant. Participants will be matched with a mentor to guide them during the program while adapting to a new environment and following the program throughout to completion. Mentors assist participants in developing the skills necessary to be successful in their chosen fields. Each home organization mentor should attend the Departmental Mentoring Course before assuming duties as a mentor.

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### 3. RECRUITMENT

- a. Staffing Needs. Staffing needs are identified through home organization management staffing plans and succession plans and communicated to the home organization TLDP coordinator and the TLDP Program Manager. The needs of all Headquarters and field organizations should be addressed and targeted during each recruitment trip or effort. Generic position descriptions are developed as templates at Headquarters to assist other offices in developing their position descriptions as required.
- b. Vacancy Announcements. The recruitment effort may use any available competitive and Excepted Service authorities. The area of consideration is nationwide/all sources. Interdisciplinary positions (GS-7, GS-9, GS-11, and GS-12) in the engineering/physical science area are targeted. Opening and closing dates are coordinated through the TLDP Program Manager and the home organization TLDP Coordinators. The ongoing NNSA Future Leaders Program provides detailed information on potential hiring authorities and should be used as a reference to determine the appropriate hiring authorities for the DOE TLDP. Rating and selection dates are established upon closing of the vacancy announcements. Conditions of employment include security clearance, drug testing, Technical Qualification Program completion and proof of draft registry. Geographic locations are provided on the vacancy announcement so that the applicant can identify geographic preference.
- c. Sources for Candidates. Candidates are recruited through several sources. The Office of Human Capital Management will assist line management in identifying diverse technical institutions. Once these institutions are identified, staff personnel begin recruitment trips to colleges and universities. Candidates are recruited through job fairs and special mailings. As appropriate, advertisements are placed in engineering and professional journals, newspapers, and other publications. The Office of Human Capital Management, TLDP Program Manager, and home organization TLDP Coordinators work together to address Headquarters and field office staffing needs.
- d. Recruiters. Headquarters and participating field office representatives recruit nationally or locally. It is recommended that three recruiters be used for each recruiting event, including a personnel specialist from a Headquarters (HQ) or field organization, a mentor or other technical/administrative staff member, and an intern/graduate of the TLDP program.

A recruitment package is available to the candidates on all recruitment trips. This package includes information on benefits, salary, the Department of Energy, the DOE TLDP, and the local area. Resumes are collected on these recruitment trips and provided to the appropriate HQ or field personnel specialist for rating, ranking, screening, and referral to selecting officials.

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#### **4. SELECTION CRITERIA AND PROCESS**

- a. **Applications and Resumes.** Applications, resumes, and other required documentation are received from recruiters, by direct mailings, personal delivery, and by concerned managers at Headquarters and in the field. A personnel specialist in the organization receiving the application or resume will perform a basic qualifications screening, including application or resume review/analysis; qualifications analysis; matching of knowledge, skills, and abilities with job requirements; and grade level determination.
- b. **Rating and Ranking.** Rating and ranking give consideration and clearance to those individuals eligible for selection under provisions of the Career Transition Assistance Plan (CTAP), Reemployment Priority List (RPL), Interagency Career Transition Assistance Plan (ICTAP), and re-promotion of eligible employees (affected by reduction in force). The delegated examiner provides a list of eligibles, if applicable, to a panel of three or more subject matter experts/technical managers who, along with a personnel specialist, review, rate, and rank the applications. Alternatively, the application materials of applicants who have applied through the Department's automated recruitment tool, DOE Jobs Online, will be reviewed by a Human Resources Specialist to verify eligibility and qualifications. Upon completion of these activities, selection certificates are issued to the appropriate selecting official(s) by the designated personnel specialist.
- c. **Interviews and References.** The hiring organization issues and funds invitational travel requests and conducts interviews and reference checks using knowledgeable and qualified Headquarters and/or field representatives depending upon the nature and location of the position and organizational requirements.
- d. **Selections/Non-Selections.** Selections should be made by the hiring organization, normally within seven days. Those not selected are notified as soon as possible that a selection has been made and whether the recruitment action has been canceled or the position re-announced.
- e. **Job Offers.** Tentative offers of employment within either the General Schedule or the Excepted Service may be made only in writing and only by a personnel specialist, with a return receipt required. If the offer is accepted, the personnel specialist will establish an effective date of employment, notify non-selectees, and arrange for a permanent change of station if applicable. If the offer is declined, the personnel specialist, in consultation with appropriate management officials, may offer incentives such as Advanced In-Hire Rate and/or Recruitment and Relocation Bonuses, and tuition reimbursement as appropriate.

## **5. BUDGET AND FULL-TIME EQUIVALENTS**

- a. **Designation of Full-Time Equivalents.** Upon entering the TLDP, individual TLDP candidates are assigned to the responsible program and field elements that recruited and selected them. Accordingly, program and field elements electing to participate in the program are normally required to dedicate positions (and associated FTEs) from within their staffing targets to support their TLDP hires following completion of the TLDP.
  
- b. **Funding.** To ensure the continued success of the program, a centralized, reliable source of funding is required to cover expenses associated with those aspects of the program that are best managed centrally. Included are costs for centralized recruitment and advertising, development and administration of training courses, and maintenance of a central staff to administer the program. This funding also includes the costs of salaries, benefits, and travel expenses for the program participants. The Office of Office of Facility Safety, EH-2, is responsible for requesting funding as part of the EH budget process for all costs associated with administering the centralized aspects of the program.

Therefore, the Office of Facility Safety, EH-2, and the Assistant Secretary for Environment, Safety and Health must work together to develop a budget strategy for acquiring the funding needed to support the program. In developing such a strategy, the propriety of including the TLDP as a line item in the Department's budget request should be considered.

## **6. SERVICE OBLIGATION**

A service obligation of two years for each year completed while in the TLDP or funded by DOE is incurred by TLDP participants.

## **7. PROGRAM CONTENT**

The TLDP is designed to last for up to two years. The two years are comprised of training, rotational assignments, and developmental activities within the home organization. The intern classroom training will be sequenced with on-the-job training, rotational assignments and other developmental activities.

- a. **Orientation.** The six-month orientation phase activities provide the TLDP participant with the Department's history and organizational structure, mission, core values, and vision; and the home organization's structure, mission, core values, and vision. Orientation is conducted by the home organization and includes the following activities:
  - completing employment paperwork;

- badging activities including security, intelligence, and employee conduct briefings;
- introduction to the supervisor of record and organizational group employees;
- information about roles and responsibilities as they relate to the participant's assigned job and duty station;
- introduction to the home organizational TLDP Coordinator, who provides additional information on the program;
- selection of applicable Functional Area Qualification Standards;
- initiation of performance and development/individual development/training plan;
- on-the-job assignments designed to orient the participant to their occupational field and to peak their interest in the Departmental mission; and
- assignment of a home organization mentor.

- b. **Rotational Assignments.** To achieve the Department's goals, participants need additional professional and technical skills and knowledge to begin productive careers. Rotational work assignments provide practical, real-life experiences and an opportunity to see the interactions between the assigned duty station and other elements of the Department.

Two rotational work assignments are required. Rotational assignments must be of at least 60 days in length. One rotational assignment will be to a Headquarters organization if the home office is in the field or to a field office if the home office is at Headquarters. The second rotational assignment must be to an organization other than the one to which the intern will be assigned upon the completion of the internship.

Rotational assignments are developed by the TLDP participant and home organization TLDP Coordinators, who coordinate the activity with the TLDP Program Manager. All rotational assignments must provide meaningful work for the participant and include the following information as a minimum:

- field/program office mission,
- major goals associated with the field/program office strategic plan,
- major issues of concern at the field/program office,
- participants' duties/responsibilities,

- participants' expectations of the assignment,
- participants' performance measures, and
- how the field/program office assignment contributes to the development of the participant.

An on-site mentor and work supervisor will be assigned to the participant to ensure the above information is included as part of the participant's rotation.

- c. **Technical Training** A TLDP participant's technical training should be selected based on what is needed to meet minimum working knowledge, job requirements, and competencies required for the position the individual will fill and his/her personal development interests. Selection of courses should ensure the intern is properly prepared in all areas of safety management. These courses may include Radiation Worker II, HAZMAT, criticality safety, emergency preparedness, conduct of operations, configuration management, fire protection, chemical process safety, integrated safety management, risk assessment, and safety analysis training.

Training on applied engineering fundamentals provides a bridge between academic training and education and the Department's missions. This training enables TLDP participants to integrate and apply varied technical disciplines to topical DOE problems and situations. Acquisition of interdisciplinary knowledge and reliance on teamwork skills are also emphasized. TLDP participants who have prior training, education, and/or experience that matches the course objectives, will be offered the opportunity to "test out" of all, or portions of, training on applied engineering fundamentals.

- d. **Leadership/Management Training**. Leadership/management training enables TLDP participants to assume leadership positions in the Department in the future. It covers such subjects as technical project management, program management, and contract administration for technical representatives. Leadership/management training is identified or developed by the Office of Facility Safety, EH-2.
- e. **Technical Qualification Program**. The Technical Qualification Program is the Department's program for ensuring the technical competence of its Federal workforce. All TLDP participants are required to meet the requirements of their assigned technical qualification standard(s) in accordance with Technical Qualification Program requirements established by local procedure.

**Task# PEREZ\_ANNEZ-2006-0001**

E-STARSM Report  
 Task Detail Report  
 05/05/2006 0637

**TASK INFORMATION**

<b>Task#</b>	PEREZ_ANNEZ-2006-0001		
<b>Subject</b>	Concurrence: 06-TED-033 FTCP Interim Guidance on the Development and Conduct of the Corporate Technical Intern Program		
<b>Parent Task#</b>		<b>Status</b>	CLOSED
<b>Reference</b>	06-TED-033	<b>Due</b>	
<b>Originator</b>	Perez, Annez	<b>Priority</b>	None
<b>Originator Phone</b>	(509) 372-1382	<b>Category</b>	None
<b>Origination Date</b>	05/02/2006 1017	<b>Generic1</b>	
<b>Remote Task#</b>		<b>Generic2</b>	
<b>Deliverable</b>	None	<b>Generic3</b>	
<b>Class</b>	Long Term	<b>View Permissions</b>	Normal
<b>Instructions</b>	bcc; TED OFF FILE TED RDG FILE MGR RDG FILE S. J. OLINGER, DEP-MGR D. C. BRYSON, TED C. J. BOSTED, TF T. Z. SMITH, TF		

**ROUTING LISTS**

1	Route List	Inactive
	<ul style="list-style-type: none"> <li>Bryson, Dana C - Review - Cancelled - 05/05/2006 0639 <i>Instructions:</i></li> <li>Smith, Zack - Review - Withdrawn - 05/02/2006 1614 <i>Instructions:</i></li> <li>Olinger, Shirley J - Review - Cancelled - 05/05/2006 0639 <i>Instructions:</i></li> <li>Schepens, Roy J - Approve - Approved - 05/04/2006 1551 <i>Instructions:</i></li> </ul>	

**ATTACHMENTS**

<b>Attachments</b>	1. 06-TED-033.attach.memo.dcb.sell.pdf 2. 06-TED-033.memo.dcb.sell.doc
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**COLLABORATION**

<b>COMMENTS</b>	No Comments
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**TASK DUE DATE HISTORY**

No Due Date History
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**SUB TASK HISTORY**

No Subtasks
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**RECEIVED**  
 MAY 05 2006  
**DOE-ORP/ORPCC**

**Task# PEREZ\_ANNEZ-2006-0001**

E-STARS™ Report  
 Task Detail Report  
 05/02/2006 1025

*is this new? ahh*

**TASK INFORMATION**

<b>Task#</b>	PEREZ_ANNEZ-2006-0001		
<b>Subject</b>	Concurrence: 06-TED-033 FTCP Interim Guidance on the Development and Conduct of the Corporate Technical Intern Program		
<b>Parent Task#</b>		<b>Status</b>	Open
<b>Reference</b>	06-TED-033	<b>Due</b>	
<b>Originator</b>	Perez, Annez	<b>Priority</b>	None
<b>Originator Phone</b>	(509) 372-1382	<b>Category</b>	None
<b>Origination Date</b>	05/02/2006 1017	<b>Generic1</b>	
<b>Remote Task#</b>		<b>Generic2</b>	
<b>Deliverable</b>	None	<b>Generic3</b>	
<b>Class</b>	Long Term	<b>View Permissions</b>	Normal
<b>Instructions</b>	bcc; TED OFF FILE TED RDG FILE MGR RDG FILE S. J. OLINGER, DEP-MGR D. C. BRYSON, TED C. J. BOSTED, TF T. Z. SMITH, TF		

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1	Route List	Active
	<ul style="list-style-type: none"> <li>Bryson, Dana C - Review - Awaiting Response                      Instructions: <i>DOB 5/2/06</i></li> </ul>	
	<ul style="list-style-type: none"> <li><del>Smith, Zack - Review - Awaiting Response</del>  <del>Instructions:</del></li> </ul>	
	<ul style="list-style-type: none"> <li>Olinger, Shirley J - Review - Awaiting Response                      Instructions: <i>SO 5/4/06</i></li> </ul>	
	<ul style="list-style-type: none"> <li>Schepens, Roy J - Approve - Awaiting Response                      Instructions:</li> </ul>	

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**COLLABORATION**

**COMMENTS**

*No Comments*

**TASK DUE DATE HISTORY**

*No Due Date History*

**SUB TASK HISTORY**

*No Subtasks*