

United States Government**National Nuclear Security Administration (NNSA)
Savannah River Site Office (SRSO)**

Memorandum

DATE: **January 9, 2008**

REPLY TO

ATTN OF: SV (McAlhany, 803-208-8230)

SUBJECT: Annual Workforce Analysis and Staffing Plan Report

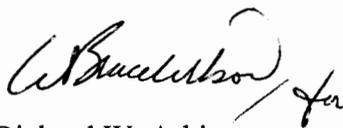
TO: Karen L. Boardman, Chairperson, Federal Technical Capability Panel (FTCP), NNSA Service Center

In response to your September 18, 2007 memorandum, we have conducted a staffing analysis for the SRSO. This analysis was conducted in accordance with the models and guidance provided at the FTCP website. Our analysis concluded a need for at least four FTEs for Facility Representative (FR) and two FTEs for Safety System Oversight (SSO) functions. Currently, we have four FRs and one SSO on board. While our analysis indicates that two FTEs are required for the SSO function, I believe that SRSO can continue to adequately perform the function utilizing our one SSO, coupled with assistance from individuals in other functional areas based on their previous qualifications in the Tritium Facilities.

Also, we have completed the attached tables as requested. As SRSO is co-located on an Environmental Management landlord site, we rely on the Savannah River Operations Office for matrix support for certain functions due to the limited number of NNSA employees within SRSO. We also rely on technical support from the NNSA Service Center. This reliance on matrix support is delineated in the Technical Staffing Summary Table.

In closing, I would like to point out one open issue that exists. The language in the Fiscal Year 2008 Omnibus Appropriations Bill directed that funding for the Pit Disassembly and Conversion Facility would be provided to Defense Programs in lieu of Defense Nuclear Nonproliferation. This entails the transition of a major project within NNSA, and senior NNSA management has not yet determined how this mission movement will be handled at Savannah River. Therefore, depending on the final decision on how to best accomplish this transition, additional resources may be required by the SRSO to accomplish this mission.

If you have any questions or comments, please contact me or Karey McAlhany of my staff, at 803-208-8230.



Richard W. Arkin
Manager

SV:BKM;jh

RB-07-034

Attachment: Annual Workforce Analysis and
Staffing Plan Report as of December 31, 2007cc w/o attach: Ed Blackwood, NA-1
Dave Chaney, NNSA Service Center

Boardman

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January 9, 2008

bc w/attach:

SV File Copy, File Code 3000

ECATS # 07-0401

bc w/o attach:

SV Reading File

Section 2 - Technical Staffing Summary Table (see Notes below)

TECHNICAL CAPABILITY	For All Facilities ¹		Comments
	Number of FTEs Needed ¹	Number of FTEs Onboard ¹	
Senior Technical Safety Managers	2	4	Recruitment action in progress to replace Deputy Manager.
Safety System Oversight Personnel ²	2	1	Additional SSO support provided by individuals from other FAs.
Facility Representatives ³	4	4	3 FRs currently qualified; 1 currently qualifying.
Other Technical Capabilities:			
Aviation Safety Manager	0	0	
Aviation Safety Officer	0	0	
Chemical Processing	0	0	
Civil/Structural Engineering	0.25	0	DOE-SR matrix support and NNSA-SC support.
Construction Mgmt	1	1	
Criticality Safety	0	0	
Deactivation and Decommissioning	0.25	0	DOE-SR matrix support and NNSA-SC support.
Electrical Systems	0.5	0	
Emergency Management	0.25	0	DOE-SR matrix support and NNSA-SC support.
Environmental Compliance	0.25	0	DOE-SR matrix support and NNSA-SC support.
Environmental Restoration	0.25	0	DOE-SR matrix support and NNSA-SC support.
Facility Maintenance Mgmt	1	1	
Fire Protection Engineering	0.5	0	DOE-SR matrix support and NNSA-SC support.
Industrial Hygiene	0.25	0	DOE-SR matrix support and NNSA-SC support.
Instrumentation and Control	0.25	0	DOE-SR matrix support and NNSA-SC support.
Mechanical Systems	0.25	0	DOE-SR matrix support and NNSA-SC support.
Nuclear Explosive Safety	0	0	
Nuclear Safety Specialist	1	1	
Occupational Safety	1	0	DOE-SR matrix support and NNSA-SC support.
Quality Assurance	2	2	
Radiation Protection	0.25	0	DOE-SR matrix support and NNSA-SC support.
Safeguards and Security	2	1	
Safety Software Quality Assurance	1	1	
Technical Program Manager	2	2	
Technical Training	0.5	0	
Transportation & Traffic Mgmt	0.25	0	DOE-SR matrix support and NNSA-SC support.
Waste Management	0.25	0	DOE-SR matrix support and NNSA-SC support.
Federal Project Directors ⁴	0	0	

- Notes:
1. These columns identify the number of FTEs needed to perform the Federal Safety Assurance function for your site or office based on potential facility and operational hazards.
 2. SSO staffing analysis worksheets may be used in this process. They are posted at <http://www.ftcp.org>.
 3. Facility Representative staffing analysis worksheets are posted at <http://www.ftcp.org>.
 4. Federal Project Managers/Directors are not qualified via the Technical Qualification Program but in accordance with DOE O 360.1A using the Project Management Career Development Program.

Section Three: Current shortages and plans for filling them

SRSO currently relies on matrix support from the Savannah River Operations Office and the NNSA Service Center to cover our needs in functional areas as delineated in the above Technical Staffing table. SRSO is taking the following recruitment actions:

High Priority:

SRSO is in the final recruitment steps for a new Deputy for Technical Direction to backfill for the upcoming retirement of the existing individual in February 2008. Interviews have been conducted and we are awaiting ERB approval of the selected candidate.

SRSO is currently in the process of recruiting for a new Senior Information Security Specialist (DAA). Interviews have been completed and the NNSA Service Center is working through the process of extending an offer.

Section Four: Projected shortage/surplus over next five years

Of the 34 Federal FTEs currently assigned to SRSO, 18 are designated TQP positions. Of these 18 FTEs, one is retiring in the first quarter of CY08, two others are currently eligible for retirement, and an additional 3 are eligible within the next 5 years. SRSO currently has 2 Future Leader participants who will graduate in June 2008. To maintain current levels of technical personnel, recruitment and the use of the Future Leaders program will be required.

Section Five: General comments or recommendations related to the Technical Staffing

Over the next 10 years, an additional 5 individuals in the TQP will be eligible for retirement. SRSO continues to bring in new individuals as attrition opens up new vacancies and hopes to pass on as much corporate knowledge as possible.

STAFF SUMMARY SHEET (SSS)
National Nuclear Security Administration
Savannah River Site Office (SV)

ROUTING SEQUENCE

Office	Action	Print Name & Initial	Date	Office	Action	Print Name & Initial	Date
1. MA	originator	McAlhany <i>AM</i>	1/8/08	6. Dep. Mgr	concur	Wilson <i>W</i>	1/8/08
2. Admin	concur	Hammack <i>HH</i>	1/8/08	7. Admin	concur	Hammack	
3. AMMA	concur	Hall <i>RCH</i>	1/8/08	8. Manager	approve	Arkin <i>W</i>	1/8/08
4.	concur			9.			
5.	concur			10.			

SUBJECT: Annual Workforce Analysis and Staffing Plan Report

Originator: McAlhany **Phone/Fax#'s:** 8-8230
ECAT #: ~~NA~~ 07-0401 **File Code:** 3000
Due Date: N/A **Due To:** N/A

Issue:

Summary:



Department of Energy
National Nuclear Security Administration
Service Center
P. O. Box 5400
Albuquerque, NM 87185



SEP 18 2007

MEMORANDUM FOR: Distribution

Karen L. Boardman

FROM: Karen L. Boardman, Chairperson, Federal Technical Capability Panel

SUBJECT: Annual Workforce Analysis and Staffing Plan Report for Calendar
Year 2007 - 07-NA SC-002

The Department of Energy Federal Technical Capability Manual, DOE M 426.1-1A, requires that managers perform an annual workforce analysis of their organization and develop staffing plans that identify technical capabilities and positions they need to ensure safe operation of defense nuclear facilities. As a good management practice that was initiated by the FTCP earlier, this workforce analysis process has been expanded to cover technical capability needs to address all facility and operational hazards. Individual site summaries developed at the end of each year are a basis for the Federal Technical Capability Panel (FTCP) annual report to the Secretary of Energy. The annual report summarizes actions taken or necessary to maintain DOE's federal technical capabilities for safety assurance.

This memorandum forwards guidance for performing this year's workforce analysis and reporting the results. Report format and directions are in Attachment 1. This is a consistent format for your workforce analysis and staffing plans for evaluation at the organizational level. Several changes in the 2006 format are continued to simplify reporting and eliminate double counting of Full Time Equivalents. Workforce analysis guidance (Attachment 2) should assist you in determining your technical staffing needs. Use of equivalent technical staffing analyses methods is acceptable. Electronic copies of the report format, completed 2006 reports, staffing worksheets, and other assistance for this workforce analysis are posted at <http://www.hss.energy.gov/deprep/ftcp>. Draft reports summarizing results of your analysis should be completed before the November 2007, FTCP Face-to-Face meeting panel discussion. The Workforce Analysis and Staffing Plans should be finalized and the summary reports formally transmitted to me in January 2008. This will enable analysis and planning before I send the FTCP annual report to the Secretary.

Distribution

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SEP 18 2007

If you have questions, please contact your FTCP Agent. The EM HQ Alternate FTCP Agent, Bill Boyce, (202) 586-8856; the DOE Office of River Protection FTCP Agent, Dana Bryson, (509) 438-0458; the National Nuclear Security Administration HQ/Lead FTCP Agent, Ed Blackwood, (202) 586-0289; the Office of Nuclear Energy FTCP Agent, Bob Stallman, (208) 526-1995; the Office of Science Operations FTCP Agent, Robert Brown, (865) 241-0526; or the NNSA Service Center FTCP Agent, David Chaney, (505) 845-4300.

Attachments (2)

cc w/attachs:

FTCP Agents

Deputy Secretary
Under Secretary of Energy
Under Secretary of Science
Administrator, NNSA (NA)
Assistant Secretary for Environmental Management (EM)
Deputy Administrator for Defense Programs, NNSA (NA-10)
Assistant Secretary for Nuclear Energy, Science and Technology (NE)
Director, Office of Management (MA)
Director, Office of Health, Safety and Security (HS)
Departmental Representative to the Defense Nuclear Facilities Safety Board (HS 1.1)
Manager, Carlsbad Field Office (CBFO)
Manager, Consolidated Business Center (CBC)
Manager, Idaho Operations Office (ID)
Manager, Kansas City Site Office (KCSO)
Manager, Livermore Site Office (LSO)
Manager, Los Alamos Site Office (LASO)
Manager, Nevada Site Office (NSO)
Manager, Oak Ridge Office (ORO)
Manager, Office of River Protection (ORP)
Manager, Pantex Site Office (PXSO)
Manager, Portsmouth Paducah Project Office (PPPO)
Manager, Richland Operations Office (RL)
Manager, Sandia Site Office (SSO)
Manager, Savannah River Site Office (SRSO)
Manager, Savannah River Operations Office (SR)
Manager, Y-12 Site Office (YSO)
Director, NNSA Service Center (NA-SC)

FTCP Agents for:

Carlsbad Field Office (CB)
EM Consolidated Business Center (CBC)
Idaho Operations Office (ID)
Kansas City Site Office (KCSO)
Livermore Site Office (LSO)
Los Alamos Site Office (LASO)
Nevada Site Office (NSO)
Oak Ridge Office (ORO)
Office of River Protection (ORP)
Pantex Site Office (PXSO)
Portsmouth Paducah Project Office (PPPO)
Richland Operations Office (RL)
Sandia Site Office (SSO)
Savannah River Site Office (SRSO)
Savannah River Operations Office (SR)
Y-12 Site Office (YSO)
NNSA Service Center (NA-SC)
Office of Environmental Management (EM)
Office of Health, Safety and Security (HS)
Office of National Nuclear Security Administration (NNSA)
Office of Management (MA)
Office of Departmental Representative to the Defense Nuclear Facilities Safety Board (HS-1.1)
National Training Center (NTC)
NNSA Chief of Nuclear Defense Safety (NNSA CDNS)
Chief of Nuclear Safety (CNS)

Annual Workforce Analysis and Staffing Plan Report
As of December 31, 2006
Reporting Office _____

This is a template. Explanatory/example wording not in bold type should be deleted for the report.

Section One: Current Mission(s) of the Organization and Potential Changes

1. Provide several bullets that frame the types and magnitude of technical capabilities currently needed for safe operations in your sites hazardous facilities (non-nuclear and nuclear facilities including radiological facilities) or activities. For example:
 - Three major operating Category II and III nuclear facilities;
 - four significant nuclear facilities undergoing Decontamination and Decommissioning (D&D);
 - major vitrification facility under construction;
 - one non-defense reactor facility;
 - one operating radiological facility;
 - eight operating hazardous non-nuclear facilities; and
 - one major activity retrieving buried waste.

2. Describe any potential or probable changes to the mission that may significantly affect technical staffing needs. For example:
 - Within eight months, facilities under active D&D are to increase from four to nine and schedule accelerate from twelve years to five years;
 - operation of new test facility to start next year;
 - former separations facility is being converted to a Transuranic waste storage facility; and
 - all operating facilities to be shut down within two years.

Section Two: Technical Staffing

The following Technical Staffing tables complete this section.

Complete the tables as follows for each of the technical capabilities:

- Except for Senior Technical Safety Managers (STSM), enter the number of personnel in Full Time Equivalent (FTE) (e.g. 0.1 FTE) needed to support safe operations for your site or office. Enter the number of FTE personnel who are onboard as of December 2006.
- STSM qualification is determined by the position in the organization rather than the FTE workload. For STSMs, enter the number of positions requiring STSM qualification and the number assigned as of December 2006.
- STSM/Facility Representative (FR)/Safety System Oversight (SSO) personnel are generally required for all nuclear facilities. FRs are also used for other types of hazardous facilities. If any personnel in these areas are also assigned to technical specialties on the list, include a comment noting the division of time. For example, a fire protection engineer assigned 0.5 FTE as a 550 and 0.5 FTE for other fire protection work, could be included in the SSO total and also entered on the fire protection engineering competency as 0.5 FTE with a comment that the fire protection engineer also serves 0.5 FTE as a SSO. The objective is to avoid double counting and to be clear if a fully utilized specialist is unavailable for other assignments.

Section Two (continued):

- If other types of experts in the list are not needed at the site, show zero in the Number of FTEs Needed columns. Do not delete the competency from the list. Only list technical capabilities with an approved Functional Area Qualification Standard (FAQ). Technical capability needs that are not covered by a FAQ should be noted in Section 5 for potential development of new FAQs.
- The same person may be included in multiple capabilities as a fraction of an FTE in each capability.
- Collateral duties assigned should be considered in completing the workforce analysis.
- Use the comment column to identify compensatory measures or other support.
- Planned near term departures may be taken into account by reducing the number available and noting the departure date.

Section Two - SITE CHARACTERISTICS TABLE¹

Number of Hazard Category 1, 2, or 3 Nuclear Facilities:

HC1 _____ **HC2** _____ **HC3** _____

Number of Radiological Facilities²: _____

Number of High or Moderate Hazard Non-Nuclear Facilities: _____

Number of Low Hazard Non-Nuclear Facilities: _____

Number of Documented Safety Analyses: _____

Number of Safety Systems³: _____

Number of Site Contractor FTEs: _____

Number of Federal Office FTEs: _____

Notes:

1. Sites accountable to multiple Headquarter Program Offices should list FTE needs by each Cognizant Secretarial Office, e.g. Total 22 FTEs (EM - 20, NE - 2).
2. Radiological Facilities are defined in 10 CFR 830 as below Hazard Category 3 Facilities. Hazard Category 1, 2 or 3 Nuclear Facilities should not be double counted as Radiological Facilities.
3. Safety Systems must be credited in a Documented Safety Analysis.

Section Two – Technical Staffing Summary Table (see Notes below)

Technical Capability	For All Facilities ¹		Comments
	Number of FTEs Needed ¹	Number of FTEs Onboard ¹	
Senior Technical Safety Mangers			
Safety System Oversight Personnel ²			
Facility Representatives ³			
Other Technical Capabilities:			
Aviation Safety Manager			
Aviation Safety Officer			
Chemical Processing			
Civil/Structural Engineering			
Construction Management			
Criticality Safety			
Deactivation & Decommissioning			
Electrical Systems			
Emergency Management			
Environmental Compliance			
Environmental Restoration			
Facility Maintenance Management			
Fire Protection Engineering			
Industrial Hygiene			
Instrumentation & Control			
Mechanical Systems			
Nuclear Explosive			
Nuclear Safety Specialist			
Occupational Safety			
Quality Assurance			
Radiation Protection			
Safeguards & Security			
Safety Software Quality Assurance			
Technical Program Manager			
Technical training			
Transportation & Traffic Mgmnt			
Waste Management			
Federal Project Directors ⁴			

Notes:

1. These columns identify the number of FTEs needed to perform the Federal Safety Assurance function for your site or office based on potential facility and operational hazards.
2. SSO staffing analysis worksheets may be used in this process. They are posted at <http://www.ftcy.org>.
3. Facility Representative staffing analysis worksheets are posted at <http://www.ftcp.org>.
4. Federal Project Managers/Directors are not qualified via the Technical Qualification Program but in accordance with DOE O 360.1A using the Project Management Career Development Program

Section Three: Current shortages and plans for filling them

List current shortages of technical personnel identified in Section Two, compensatory measures if applicable, actions taken to fill shortages, and schedule for filling shortages.

Those positions should be prioritized into three groups as follows:

- High priority positions to be filled near term using accelerated recruitment/replacement (e.g. relief from hiring freeze)
- Medium priority positions to be filled using normal recruitment/replacement process
- Other positions to be covered by alternate means (e.g., matrix, support service contractors, other sites, programs or service centers). Except for short term assignments, matrix coverage should not rely on technical staff already counted in the table.

Defense Nuclear Facility related positions should be denoted.

Section Four: Projected shortage/surplus over next five years

Identify the impact of the changes described in Section One on technical personnel and positions.

Take into account expected retirements and other anticipated changes.

For example: The increased pace of D&D activity is expected to double the need for Nuclear Safety Specialists to four personnel over the next 1 1/2 years, followed by a drop to zero in three years as the facilities become operationally clean. The temporary surge (2 additions) will be covered under a support service contract with XYZ corporation. One staff member has indicated a plan to retire as soon as eligible next year which may result in the need for a third contractor. The other staff member hopes to be assigned to the core cadre in three years.

Section Five: General comments or recommendations related to the Technical Staffing

Identify for the FTCP any concerns/issues/recommendations with maintaining technical capabilities for the site or the Department.

Identify any current or projected needs for additional Functional Area Qualifications.

Workforce Analysis Guidance

Process to Determine Facility Representative (FR) Staffing

The methodology below should be adhered with to determine FR staffing for all hazardous facilities at a site. The process builds on the guidance in DOE-STD-1063-2006, *Facility Representatives*. This method provides a technical approach to determine the appropriate amount of FR oversight necessary for a facility given its hazard level, operational activity and complexity, and programmatic importance. It also supports implementation of the President's Management Agenda on Human Capital, ensuring the Department has the necessary skills and resources available to carry out its missions and effectively oversee operations at its hazardous facilities.

Methodology

The following elements shall be included in each site analysis:

1. A relative ranking of facilities based on hazards or risks present to the public, worker, and/or environment.
2. A method for determining FR coverage (e.g., continual, frequent, occasional, etc.) based on facility categorization and adjusted for other factors identified in DOE-STD-1063-2006 such as facility size, operations complexity, hazards and risks, etc.
3. A determination of FR Full Time Equivalent (FTE) requirements based on coverage assigned and adjusted to address factors considered in Step 2 above.
4. A determination of actual manning based on FR FTE requirements adjusted to account for actual staff time available to support the FR function when competing activities such as collateral duties, leave, training, etc. are considered.

A detailed method of implementing this approach can be found at <http://www.ftcp.org>.

Process to Determine Safety System Oversight (SSO) Staffing

The methodology below should be adhered with to determine 550 staffing for defense nuclear facilities at a site. The process is adapted from the FR staffing process which uses the guidance in DOE-STD-1063-2006, *Facility Representatives*. The FR staffing process was modified to address the duties and responsibilities of SSOs described in DOE M 426.1-1A, *Federal Technical Capability Manual*. This 550 staffing determination process should be applied consistently with the FR staffing determination process and takes into account safety system characteristics, including system size, condition, and complexity; and other factors deemed pertinent.

Methodology

The following elements should be included in each site analysis.

1. A relative ranking of facilities and safety systems based on the hazards or risks presented to the public, the worker, and/or the environment.
2. A method for ranking facilities and safety systems and prioritizing SSO coverage based on hazards or risks, as identified in Step 1 above, and other factors such as facility/system size, operations complexity, hazards and risks, etc.
3. A determination (i.e., an informed management judgment) of 550 FTE requirements based on the priority of coverage, the system activity level, and the identified base coverage levels adjusted to address factors considered in Step 2 above.
4. A determination of actual staffing based on SSO FTE requirements adjusted to account for actual staff time available to support the SSO function when competing activities such as other duties, leave, training, etc. are considered.

A detailed method of implementing this optional approach can be found at <http://www.ftcp.org>.

Process to Determine Senior Technical Safety Manager (STSM) Staffing

The nominal STSM Full Time Equivalency (FTE) coverage estimate is derived from specific requirements of the Federal Technical Capability Panel Manual. The Field Element Manager and the Deputy Field Element Manager are normally both required to be STSM qualified. Direct line management of the FR, 550, Safety Management Program (SMP), Authorization Basis (AB), and other required Technical Qualification Program (TQP) staff for defense nuclear facilities must also be STSM qualified. The required STSMs can typically be determined using the organization chart and organizational roles and responsibilities. The portion of time allotted to STSM duties is generally a function of the number of FR, SSO, SMP, AB, and other TQP staff reporting through the STSM.

The intent of direct line management for these key staff members being STSM qualified is to ensure that all planning, guidance, direction, assistance, oversight, and evaluation that might reasonably affect safety systems or SMPs, or either of their associated set of resources, are conducted in a manner so as to ensure that the systems and the programs remain fully implemented and functional. The requirement is instituted in order to ensure these key supervisors and managers are technically knowledgeable and technically competent with regard to the facilities and programs under their span of control, as well as good managers and leaders.

Normally a STSM would be a GS/GM-15, EJ/EKIEN-IV/V, or SES.

Process to Determine Technical Qualification Program (TQP) Staffing

The steps below should be adhered with to determine TQP staffing required to preserve federal safety assurance capabilities for a U.S. Department of Energy (DOE) site or Office. The methodology was adapted from the Facility Representative staffing process.

Methodology

The following elements should be included in each site analysis:

1. A relative ranking of facilities and safety systems based on the hazards or risks presented to the public, the worker, and/or the environment.
2. A method for ranking technical issues scope and prioritizing TQP Position coverage based on hazards or risks, as identified in Step 1 above, and other factors such as facility/system size, operations complexity, hazards and risks, etc.
3. A determination (i.e., an informed management judgment) of TQP FTE requirements based on the priority of coverage, the technical issue priority and the identified base coverage levels adjusted to address factors considered in Step 2 above.
4. A determination of actual staffing based on TQP FTE requirements adjusted to account for actual staff time available to support the function when competing activities such as collateral duties, leave, training, etc. are considered.

For the purposes of this report the term “critical position” has not been used. The term “federal safety assurance positions” is considered more applicable to meeting DOE’s comprehensive management obligations for safety assurance.