

## Section 2

### Major Accomplishments





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In FY 2003, TDG continued to seek better ways to provide quality service to its customers at DOE ORO and NNSA YSO. To accomplish this, TDG worked to fulfill its FY 2003 goals, identified through analysis of ORO and NNSA YSO organizational and employee training needs.

The following is a list of major accomplishments for the period from October 2002 through September 2003. The cumulative figures are based on data tracked beginning in FY 1995, or since each program's inception.

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#### Cost Savings Initiatives

- ORO and NNSA YSO staff logged in **297** hours of training time utilizing materials in the Training Center. Of those hours, **117** (**4,608.5** cumulative) were in self-paced computer training at a savings of **\$1,740** (**\$27,444** cumulative).
  - The ORO Facilitator Program provided a total of **216** (**4,622** cumulative) hours of customer service (leading process improvement/identification teams, meeting management, conflict resolution, and team building). Using internal facilitators instead of external consultants, ORO realized a cost savings of **\$28,728** (**\$488,986** cumulative).
  - TDG utilized in-house training classrooms, resulting in a cost savings of **\$80,840** (**\$371,000** cumulative).
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#### Quantitative Summary

- The total number of hours of training for ORO and NNSA YSO employees for FY 2003 was **21,313**, which is **1.9%** of the total ORO and NNSA YSO Federal employee available work time.
- For FY 2003, ORO and NNSA YSO employees averaged **39.1** hours of training per employee.
- The total number of ORO and NNSA YSO employees in FY 2003 was **545**, with an average training cost of **\$1,101** per employee.



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- The total cost of training for ORO and NNSA YSO employees for FY 2003 was **\$600,000**, which is **1.1%** of the total ORO and NNSA YSO payroll for that period. This compares to the industry average of **2.0%** and to the average of **3.2%** for Training Investment Leaders (from the American Society for Training and Development “State of the Industry Report 2002”).
  - TDG provided **200** hours in support of the Facility Representative Program.
  - There were **197** ORO and **59** NNSA YSO employees participating in the DOE Technical Qualification Program (TQP).
  - There were **58** ORO and NNSA YSO employees participating in the Leadership 21 Program.
  - There were **9** employees (**3** mentors and **6** protégés) who completed the requirements of the ORO Mentor/Protégé Program.
  - The total number of contractor training program review hours (e.g., Operational Readiness Reviews [ORRs], Special Reviews, and Readiness Assessments) was **313** hours.
  - TDG coordinated and/or scheduled **62** in-house classes.
  - **76%** of ORO and NNSA YSO employees have Individual Development Plans.
  - The Training Center processed **1,578** training requests (representing attendance at **603** courses).
  - TDG prepared and distributed **65** Training Bulletins.
  - The total number of Training Center incoming/outgoing calls and walk-ins was **3,413**.
  - The total number of training payments processed was **582**.
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#### Technical Training

#### The Training and Development Group:

- Provided the following training and support to the ORO and NNSA YSO Facility Representative (FR) Programs.
  - Made onsite visits in support of the FR Programs.
  - Conducted record reviews for line management.
  - Planned and supported the FR offsite meetings.
  - Updated all FR job aids for line management.
  - Supported the FR working group and DOE FR Steering Committee.
  - Worked with line management to develop and administer initial written qualification exam for FR candidates.
  - Coordinated the review of the FR exam study guide and the exam bank.
  - Audited the EM and ORNL FR training and qualification (T&Q) records and reconciled discrepancies with the organizational files.
  - Prepared and delivered a presentation on “Managing Chemical Safety Vulnerabilities” training at the Annual DOE FR Workshop.
  - Added an FR section to the TDG Website.
- Provided training and support to the ORR Emergency Management Team (EMT) Emergency Response Organization (ERO).
  - Maintained the T&Q Tracking database.
  - Developed and maintained the CD-based Joint Information Center Orientation Course.
- Provided training support to the Emergency Management Working Group.
- Provided ongoing technical assistance to the Oak Ridge Operations Federal Technical Capability Program Panel.
- Participated in the CHRIS Employee Self Service (ESS) subcommittee activities of the Project Management Career Development Program (PMCDP), including:
  - Hosted PMCDP training modules.
  - Evaluated prototype Modules One and Two of the PMCDP training.
  - Developed a profile list of ORO project managers for



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- Headquarters.
- Conducted a demonstration of the Energy Online Learning Center for PMCDP participants.
  - Participated on a team to develop the web-based PMCDP module in ESS.
- Updated ORO's Senior Technical Safety Manager (STSM) Listing and Critical Technical Capabilities Listing.
  - Provided support to TQP participants for implementation and tracking.
  - Upgraded the NNSA YSO database to track and report on employee knowledge, skills, and abilities.
  - Coordinated the development of the STSM Qualification Workshop, which included preparation of job aids (e.g., developing lesson materials, case studies, PowerPoint presentations, short-answer test questions, and effective communication for instructors) for the designated STSM instructors.
  - Assisted eleven STSMs with the preparation of their qualification equivalencies, in lieu of their attending an STSM Qualification Workshop.
  - Prepared a cost comparison between the preparation of STSM equivalencies and the conduct of the STSM Qualification Workshop.
  - Prepared the revision to the Technical Training Functional Area Qualification Standard, and compiled and resolved the comments received.
  - Assisted with the preparation of the revision to the STSM Functional Area Qualification Standard, and the compilation and resolution of the comments received.
  - Assisted in the revision of the office/facility-specific qualification standards for the Paducah Site Office, Portsmouth Site Office, and Office of Nuclear Fuel Security and Uranium Technology.
  - Reviewed and prepared comments on the draft DOE Functional



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Area Qualification Standards (Chemical Processing, Instrumentation and Control, and Mechanical Systems).

- Reviewed and prepared comments on DOE-HDBK-1113-98, *Radiological Safety Training for Uranium Facilities*, which was ready for re-affirmation.
- Scheduled training courses, coordinated the development of training materials, and administered the training to fulfill the requirements of the ORO Safety Basis Office/Facility-Specific Qualification Standard.
- Assisted with the development of a Y-12 mock-up laboratory for the Level II Chemical Safety Course.
- Assisted in the development of the Integrated Safety Management Systems (ISMS) training activities and posted them on the TDG Website.
- Assisted in the development and review of the ISMS “Cliff Notes.”
- Assisted in the development of the web-based Quality Assurance training and posted it on the TDG Website..
- Revised and posted the ORO Technical Qualification Program Manual.
- Conducted training on the TQP section of ESS for participants new to the ORO Technical Qualification Program.
- Conducted briefings and prepared ad hoc reports on TQP for Management, Divisions, Headquarters, Federal Technical Capability Panel, and individuals.

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#### Training Administration

The Training and Development Group:

- Redesigned and posted the TDG Website.
- Prepared the FY 2002 Annual Training Report and provided to ORO management.



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- Prepared the FY 2003 Needs Analysis Report based on the individual development plans forwarded to TDG for processing.
- Conducted an ORO Customer Service Survey regarding training content effectiveness and training program management.
- Prepared input to the FY 2003 Manager's Assurance Plan.
- Prepared the training portion of the annual Human Capital Management Improvement Program (HCMIP) report.
- Prepared Plans of Action and Milestones (POAMs) based on input from the DOE Field training managers for inclusion in the DOE Corporate Training and Education Business Plan.
- Provided ORO (Federal and contractor) training cost data to DOE HR for the annual budget submittal to Congress.
- Provided Quarterly Reports to the Union regarding training taken by union members.
- Identified and procured a variety of new books, videos, and computer-based training programs for the Training Center.
- Prepared issues of Facilitator Constructive, Helpful, and Informative Practices (CHIPS) newsletter for DOE employees.
- Relocated the Training Center and its resources and materials.
- Prepared the Annual Training Plan for FY 2003 based on requirements established in DOE O 360.1B and DOE M 360.1-1B.
- Prepared slides for ORO's presentation, "Making the Most of a Combined Organization," for the annual DOE Training Symposium.
- Prepared a presentation on the TDG organization for the briefing to the ISMS Re-verification Team.
- Maintained the current list of offered courses on the TDG Website.



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#### General Training and Contractor Oversight

- Began compiling data for the FY 2004 Training Needs Analysis Report.
- Proctored (and as necessary graded) quizzes and exams for course instructors, test-outs, and self-studies.

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#### The Training and Development Group:

- Participated in the DOE Cross-Cutting Training Forum.
- Provided program management for the ORO Mentor/Protégé Program development and implementation.
- Assisted DOE employees, subcontractor employees and employees of other Federal agencies to obtain access to the Y-12 complex by facilitating data entry in the BWXT SAP database and coordinating participation in General Employee Training (GET).
- Assisted with the leadership and direction of the ORO Facilitator Program.
- Assisted with the leadership and direction of the ORO Fellowship Program.
- Provided technical assistance to the Office of General Counsel regarding annual ethics training.
- Partnered with the University of Tennessee, Roane State Community College, and Pellissippi State Technical Community College to conduct information sessions about higher education opportunities for ORO employees.
- Maintained continuous communication links with ORO and NNSA YSO workforce through the Training Liaison Program and the TDG Website.
- Provided assistance to employees using the DOE Online Learning Center.
- Updated the Human Resources Management Plan.



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- Provided support to Leadership 21 Program participants for implementation and tracking.
  - Maintained the ORO Employee Orientation Program Website.
  - Participated in the Safety Management Program Assessment of Bechtel Jacobs Company LLC (BJC).
  - Reviewed ORNL's and BJC's DOE O 5480.20A Training Implementation Matrices and Plans.
  - Participated in the Contractor Performance Management Evaluation.
  - Participated in the ORR for ORNL Bldg. 4501 NaF Conversion Project.
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