



Oak Ridge Office

Human Capital Assessment Group

DOE ORO, PNSO, SSO & TJSO Annual Training Report

FY 2007



**Office of
Science**

U.S. DEPARTMENT OF ENERGY

ORO, PNSO, SSO, & TJSO FY 2007 Annual Training Report

Approved by:



11-19-07

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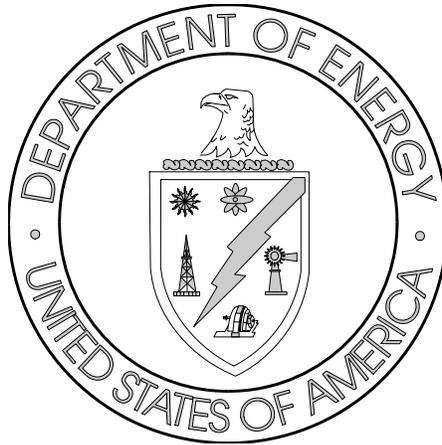


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Section 1

Introduction





Introduction

The Human Capital Assessment Group (HCAG) is responsible for the training needs analyses and the design, development, delivery, evaluation, and administration of all employee training and education programs for the U.S. Department of Energy (DOE) Oak Ridge Office (ORO), Pacific Northwest Site Office (PNSO), Stanford Site Office (SSO), and Thomas Jefferson Site Office (TJSO).

The HCAG mission consists of two major activities:

- Develop and manage a centralized program for training, education, and human resources development to support line management, assuring that ORO, PNSO, SSO, and TJSO personnel are technically competent and proficient in the execution of assigned duties.
- Provide technical assistance to the site offices in the evaluation of contractor training programs to ensure that programs satisfy regulatory requirements and the needs of ORO, PNSO, SSO, and TJSO customers and stakeholders.

HCAG accomplishes its mission through a variety of functions, enabling ORO, PNSO, SSO, and TJSO Federal employees to acquire appropriate education and training that will enhance their technical skills, improve job proficiency, and meet regulatory requirements.

Report Description

This annual training report provides an overview of training and education activities of Federal personnel at ORO, PNSO, SSO, and TJSO from October 2006 through September 2007. As such, this report fulfills the requirements of DOE O 360.1B, *Federal Employee Training*; DOE M 360.1-1B, *Federal Employee Training Manual*; and ORO O 360, *Employee Education and Training*, Chapter I, "Federal Employee Training."

This report contains the following:

- Major accomplishments for Fiscal Year 2007 (FY 2007 [also abbreviated to FY07 on the charts])
- Comprehensive statistical reports of training activities for ORO, PNSO, SSO, and TJSO



Section 1

Introduction

- Individual statistical reports of training activities for each office and assistant manager organization
- Comparison statistical data from FY 2006 and prior years, if available
- A list of acronyms in Appendix A

Training and education data were obtained through the Corporate Human Resources Information System (CHRIS) database and analyzed to produce this report.

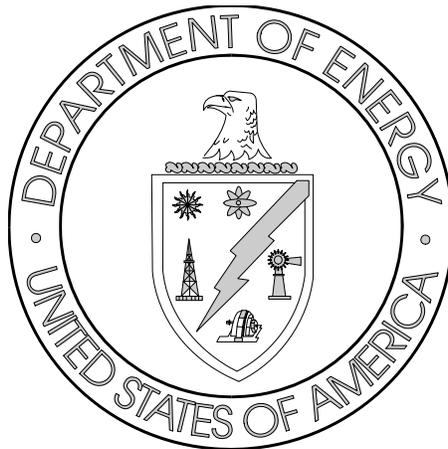
The HCAG maintains the raw data used in compiling this report, which are available upon request.

Explanatory Notes

- The total number of employees (472) was derived from the number of active employees (449) as of September 30, 2007, and the number of employees (23) who left ORO, PNSO, SSO, and TJSO service during FY 2007.
 - The calculated number of supervisors in this FY 2007 report was based on the criterion, “those persons with full supervisory authority.”
 - Training that was taken as of September 30, 2007, but lacked proof of completion was not included in this report. There were three instances of this training attributed to three persons representing 128 training hours.
-

Section 2

Major Accomplishments





Major Accomplishments

In FY 2007, HCAG continued to seek better ways to provide quality service to its customers at ORO, PNSO, SSO, and TJSO. To accomplish this, HCAG worked to fulfill its FY 2007 goals that are identified through analysis of ORO, PNSO, SSO, and TJSO organizational and employee training needs.

The following are HCAG's major accomplishments for the period from October 2006 through September 2007. The cumulative figures are based on data tracked beginning in FY 1995 or since each activity's inception.

Cost Savings Initiatives

- ORO, PNSO, SSO, and TJSO staff logged in **332** hours of training time utilizing materials in the Training Center. Of those hours, **132 (5,196.5 cumulative)** were in self-paced computer training at a savings of **\$874 (\$33,377 cumulative)**.
 - The ORO Facilitator Program provided a total of **38** hours (**4,750** cumulative) of customer service (leading process improvement or identification teams, meeting management, conflict resolution, and team building). Using internal facilitators instead of external consultants, ORO realized a cost savings of **\$5,700 (\$506,656 cumulative)**.
 - HCAG utilized in-house training classrooms, resulting in a cost savings of **\$58,000 (\$634,000 cumulative)**.
-

Quantitative Summary

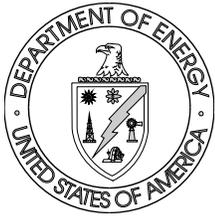
- The total number of hours of training for **472** ORO, PNSO, SSO, and TJSO employees for FY 2007 was **20,473**, which is **2.1%** of the total ORO, PNSO, SSO, and TJSO Federal employee available work time.
 - For FY 2007, ORO, PNSO, SSO, and TJSO employees averaged **43.4** hours of training per employee.
 - In-house courses received an average rating of **4.3**, with 5.0 being the highest favorable rating, based on participant evaluations.
 - The total number of ORO, PNSO, SSO, and TJSO employees in FY 2007 was **472**, with an average training cost of **\$867** per employee.
-



Section 2

Major Accomplishments

- The total cost of training for ORO, PNSO, SSO, and TJSO employees for FY 2007 was **\$409,400**, which is **0.8%** of the total ORO, PNSO, SSO, and TJSO payroll for that period. This compares to the government average of **1.5%**, to the consolidated industry average of **2.3%**, and to the average of **3.0%** for the BEST Award Group (from the American Society for Training and Development 2007 State of the Industry Report).
 - HCAG provided **206** hours in support of the Facility Representative Program.
 - There were **165** ORO and **7** SSO employees participating in the DOE Technical Qualification Program (TQP).
 - There were **42** ORO employees participating in the Leadership 21 Program.
 - The total number of contractor training program review hours was **556** (e.g., Operational Readiness Reviews, Special Reviews, and Readiness Assessments).
 - HCAG coordinated and/or scheduled **31** in-house classes.
 - All (**100%**) of ORO employees have Individual Development Plans.
 - The Training Center processed **1,319** training requests (representing attendance at **602** courses).
 - HCAG prepared and distributed **26** Training Bulletins.
 - The total number of Training Center intercom calls, incoming and outgoing phone calls, and walk-ins was **4,212**.
 - The total number of training payments processed was **299**.
-



Technical Training

The HCAG performed the following:

- Provided the following training and support to the ORO and PNSO Facility Representative (FR) Programs:
 - Prepared a section of and reviewed and commented on the draft ORO O 420, Chapter XVII, “Facility Representative Program.”
 - Made on-site visits in support of the FR Programs.
 - Conducted record reviews for line management.
 - Supported the FR off-site meetings.
 - Participated on the ORO FR working group and DOE FR Steering Committee.
 - Worked with line management to develop and administer initial written qualification exams for FR candidates.
 - Developed qualification manuals of facility-specific training and qualification materials for the Oak Ridge National Laboratory (ORNL) facility High Flux Isotope Reactor for the ORNL Site Office FR Program.

- Provided training and support to the Oak Ridge Reservation Emergency Management Team (EMT) and Emergency Response Organization as follows:
 - Assisted in the review and redesign of the training program.
 - Provided training support to the Emergency Management Working Group.

- Provided ongoing technical assistance to the Oak Ridge Office Federal Technical Capability Program (FTCP) Panel, including the following:
 - Managed and administered the Technical Qualification Program.
 - Participated in and prepared minutes for the DOE FTCP Panel monthly meetings and the ORO FTCP Panel meeting.
 - Reviewed and prepared comments on the draft revisions to the DOE Electrical Safety, Nuclear Safety Specialist, General Technical Base, Fire Protection Engineering, Mechanical Systems, and Civil/Structural Engineering Qualification Standards; the Federal Technical Capability Manual; and the General Employee Radiological Training and Radiological Worker Training Standards.
 - Provided support to TQP participants for implementation, tracking, and completion of TQP requirements.
 - Requested that organizations review and update their



Section 2

Major Accomplishments

- Office/Facility-Specific (OFS) qualification standards.
 - Prepared draft ORO Emergency Management Program OFS Qualification Standard.
 - Reviewed, provided comments on, and concurred with the ORO Office of Assistant Manager for Environment, Safety, and Health (AMESH) OFS Qualification Standard.
 - Updated the ORO Technical Training OFS Qualification Standard.
 - Updated the ORO Safety Basis Competencies-by-Position Matrix and posted on the HCAG Web site.
 - Prepared a memo to senior managers with the subject “Documenting Technical Qualification Program Continuing Training in Participant’s Individual Development Plan.”
 - Drafted a revision to ORO O 360, “Employee Education and Training,” to incorporate ORO TQP procedures/processes.
- Converted the ORO TQP manual to an Office of Science (SC) Integrated Support Center (ISC) TQP Manual and drafted the SC chief operating officer implementation memorandum.
 - Assisted the Berkeley Site Office (BSO), PNSO, SSO, and Chicago Office (CH) with their TQP implementation. The effort included staff orientations, interviews with selected staff, one-on-one gap analyses with participants, development of OFS qualification standards, and assistance in preparing and documenting qualification evidence.
 - Assisted the Chicago Office ISC senior technical managers in acquiring the DOE Senior Technical Safety Manager qualification.
 - Prepared a list of TQP qualifying officials for ORO and for the SC ISC.
 - Prepared technical qualification standard work sheets (or templates) for TQP candidates at ORO, BSO, CH, and SSO.
 - Assisted a program/project manager with the preparation of Project Management Career Development Program (PMCDP) qualification documentation.
 - Until May 2007, maintained the National Nuclear Security Administration Y-12 Site Office database to track and report on employee knowledge, skills, and abilities.



Section 2

Major Accomplishments

- Prepared the ORO TQP Accreditation Self-Evaluation Plan and prepared an accreditation vulnerability matrix.
- Prepared the Annual DOE ORO FTCP (including FR and Safety System Oversight personnel) Workforce Analysis and Staffing Plan.
- Assisted Senior Technical Safety Managers with the preparation of their qualification documentation.
- Assisted TQP participants with the preparation of their qualification documentation.
- Audited 16 TQP packages for completeness and accuracy.
- Administered the ORO safety basis training and qualification activities, including updating the Unreviewed Safety Question Refresher Training.
- Updated and maintained the ORO Integrated Safety Management Systems training, including the Web-based quality assurance training on the HCAG Web site.
- Conducted training on the TQP section of Employee Self Service (ESS) for participants new to the ORO Technical Qualification Program.
- Conducted briefings and prepared reports on TQP for management, divisions, headquarters, FTCP Panel, and individuals.

Training Administration

The HCAG performed the following:

- Office of Science Management System (SCMS) Development. During this appraisal cycle, assisted with the following:
 - Comprehensive requirements mapping and analysis completed
 - SCMS Integrated Support Center Organizational Points of Contact assigned and appointed
 - Management System Owners assigned and appointed
 - Nine reengineering workshops conducted, involving 100 Office of Science (SC) employees
 - SCMS Operations Center (Oak Ridge) staffed
 - SCMS Web site functional and operating
 - Management System Descriptions—17 of 19 approved and 12



Section 2

Major Accomplishments

-
- published
 - SCMS documentation being prepared—96 subject areas, 411 procedures, and 265 exhibits
 - Assisted the ORO Manager with developing a business metrics report to gauge quantifiable components of ORO's performance relative to the efficiency of the SC ISC.
 - Assisted the Chicago Office ISC by preparing a sample training implementation matrix (TIM) for the New Brunswick Laboratory.
 - Participated in the DOE Safety Training Managers' Working Group.
 - Tracked and reported course participation and completion statistics.
 - Prepared the FY 2006 Annual Training Report and provided it to ORO management.
 - Prepared the ORO Human Capital Analysis Report and Staffing Plan for FY 2008–2013.
 - Prepared the ORO Assistant Manager for Environmental Management (AMEM) Workforce Plan.
 - Assisted the ORO Federal Human Resources Branch in the development of the ORO Functional Analysis and Inventory for the SC ISC.
 - Prepared the FY 2008 Needs Assessment Report based on the individual development plans.
 - Developed user guides for DOE Headquarters software engineers to assist in analyzing, designing, developing, and implementing a new ESS Qualification Program Management System to manage the TQP.
 - 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



Section 2

Major Accomplishments

Informative Practices newsletter for DOE employees.

- Maintained the HCAG Web site.
 - Proctored (and, as necessary, graded) quizzes and exams for course instructors, “test-outs,” and “self-studies.”
-

General Training and Contractor Oversight

The HCAG performed the following:

- Coordinated 31 in-house training courses, such as
 - Advanced Human Performance
 - Advanced Radioactive Materials Packaging and Transportation
 - Basics of Personal Property Management
 - Continuity of Operations
 - Contract Administration for Management and Operating Contracts
 - Contract Administration for Technical Representatives
 - CPR—Original Certification
 - Diversity—Generational Differences
 - Integrated Safety Management
 - Integrating Safety into Project Management
 - Performance-Based Services Acquisition
 - PMCDP Acquisition Strategy and Planning
 - PMCDP Earned Value Management Systems
 - PMCDP Planning for Performance-Based Management Contracting
 - Registered Environmental Manager/Certified Environmental Auditor
 - Remedial Action Cost Engineering and Requirements
 - Participated in the DOE Cross-Cutting Training Forum.
 - Assisted DOE employees, subcontractor employees, and employees of other Federal agencies to obtain access to the Y-12 National Security Complex by facilitating data entry in the BWXT training database and coordinating participation in General Employee Training.
 - Assisted with the leadership and direction of the ORO Facilitator Program.
-



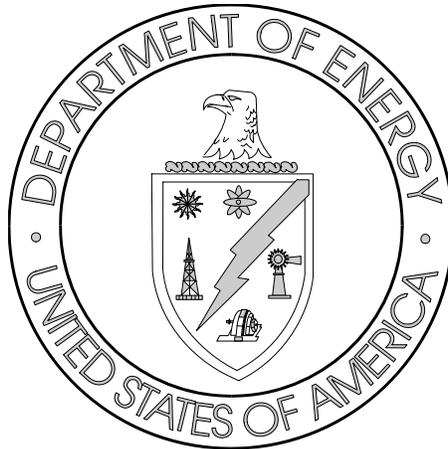
Section 2

Major Accomplishments

- Assisted with the leadership and direction of the ORO Fellowship Program.
 - Maintained continuous communication links with ORO, PNSO, SSO, and TJSO workforce through the Training Liaison Program and the HCAG Web site.
 - Provided assistance to employees using the DOE Online Learning Center.
 - Provided support to Leadership 21 Program participants for implementation and tracking.
 - Maintained the ORO Employee Orientation Program Web site.
 - Participated in the Contractor Performance Management Evaluation.
 - Participated on the DOE oversight team of the contractor readiness assessment for the AMEM U²³³ Project at ORNL Building 3019.
 - Revisited the Bechtel Jacobs rationale regarding the exemption of fissionable material handler certification for Building K-25/27 segmentation staff.
 - Participated on the Restart Team and on the Operational Readiness Review of the Molten Salt Reactor Experiment (MSRE) Uranium Removal Operations.
 - Reviewed the Isotek rationale regarding the exemption of fissionable material handler certification for the receipt and storage of MSRE traps for Building 3019 operations staff.
 - Participated in the review of the Isotek training program and TIM.
 - Reviewed the Foster Wheeler TIM for Transuranic Waste Facilities.
-

Section 3

DOE ORO, PNSO, SSO, and TJSO Training Report





Section 3

DOE ORO, PNSO, SSO, and TJSO Training Report

This section of the report contains compiled data for ORO (including the Office of the Manager), PNSO, SSO, and TJSO. Further, in accordance with DOE M 360.1-1B, PNSO, SSO, and TJSO statistics are listed separately in this report in Sections 15, 16, and 17, respectively.

ORO, PNSO, SSO, and TJSO Employee Training by Job Function: FY 2007

The ORO, PNSO, SSO, and TJSO have categorized Federal employees into seven job functions, as defined below:

- **Supervisor**—Occupations that involve planning, directing, controlling, and evaluating work and workers.
- **Professional**—Occupations that require (1) a bachelor's or higher degree or (2) knowledge in a field characteristically acquired through education equivalent to a bachelor's or higher degree with major study in, or pertinent to, a specialized field.
- **Facility Representative**—Occupations that provide day-to-day technical evaluation and monitoring of all aspects of operations and support systems within an assigned facility. Ensures that all activities conducted by the contractor are carried out to ensure the safety and protection of the worker, public, and environment in accordance with applicable regulations, policies, and procedures.
- **Administrative**—Occupations that do not require specialized educational majors but involve the type of skills (analytical, research, writing, judgment) typically gained through a college-level general education or through progressively responsible experience.
- **Technician**—Occupations that involve work typically associated with and supportive of a professional or administrative field that is nonroutine in nature.
- **Clerical**—Occupations that involve structured work in support of office, business, or fiscal operations.
- **Other**—Occupations that cannot be related to the above groups.



Section 3
DOE ORO, PNSO, SSO, and TJSO
Training Report

Figure 3.a Average Number of Training Hours by Job Function

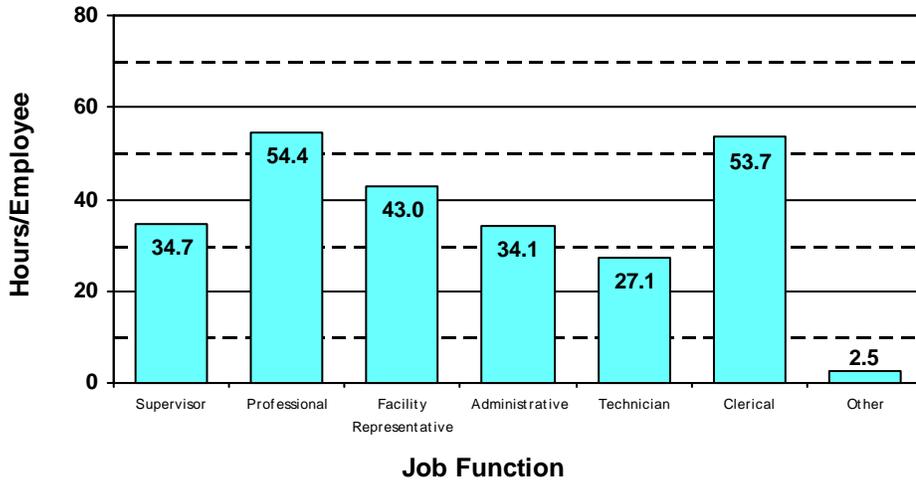


Table 3.a Total Number of Employees and Total Number of Training Hours

Job Function	Number of Employees		Number of Training Hours	
	FY 2006	FY 2007	FY 2006	FY 2007
Supervisor	53	57	2,048	1,977
Professional	207	214	13,095	11,644
Facility Representative	26	26	1,659	1,119
Administrative	126	124	5,112	4,226
Technician	40	35	1,095	955
Clerical	13	10	721	537
Other	5	6	1	15
Totals	470	472	23,731	20,473
Average Hours/Employee			50.5	43.4



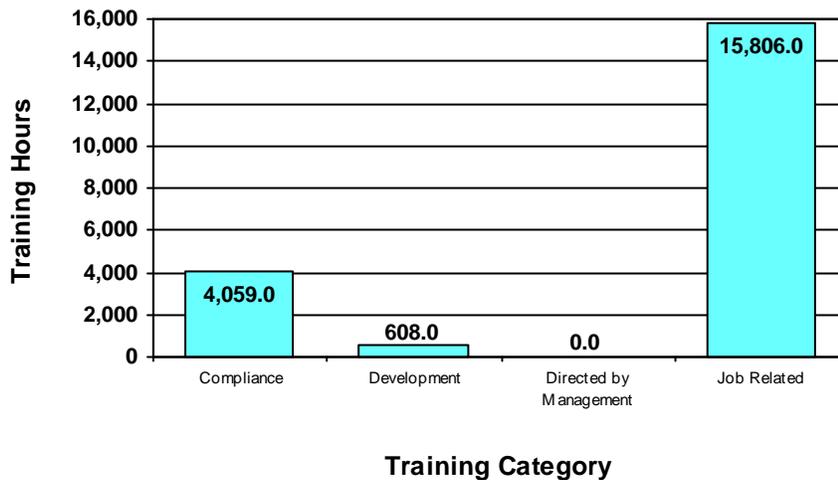
Section 3 DOE ORO, PNSO, SSO, and TJSO Training Report

ORO, PNSO, SSO, and TJSO, Employee Training by Training Category: FY 2007

DOE has classified employee training into the following four major categories. The corresponding training hours for a combined ORO, PNSO, SSO, and TJSO are depicted in Figure 3.b.

- **Compliance**—Training that is required by applicable DOE directive, Federal or state statutes and regulations, and/or DOE contractual requirements.
- **Development**—Training that focuses on career enhancement or related human resource initiatives.
- **Directed by Management**—Training, other than compliance training, that is deemed to be required by management.
- **Job Related**—Training that builds new or enhances current proficiencies.

Figure 3.b Employee Training Hours by Training Category





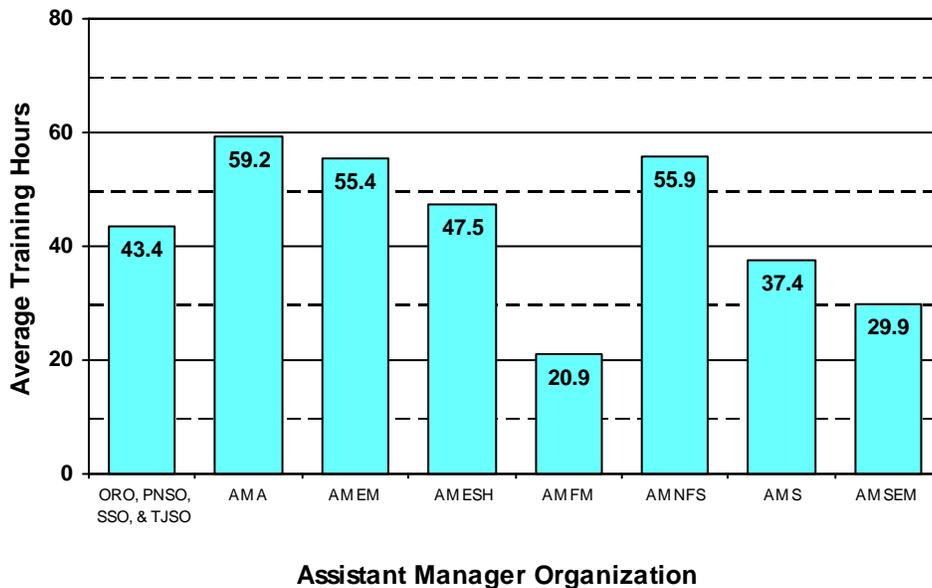
Section 3 DOE ORO, PNSO, SSO, and TJSO Training Report

Average Training Hours per Employee by Assistant Manager Organization: FY 2007

The following organizations are represented in the figure below:

- Office of Assistant Manager for Administration (AMA)
- Office of Assistant Manager for Environmental Management (AMEM)
- Office of Assistant Manager for Environment, Safety, and Health (AMESH)
- Office of Assistant Manager for Financial Management (AMFM)
- Office of Assistant Manager for Nuclear Fuel Supply (AMNFS)
- Office of Assistant Manager for Science (AMS)
- Office of Assistant Manager for Security and Emergency Management (AMSEM)

Figure 3.c Average Training Hours per Employee by Assistant Manager Organization





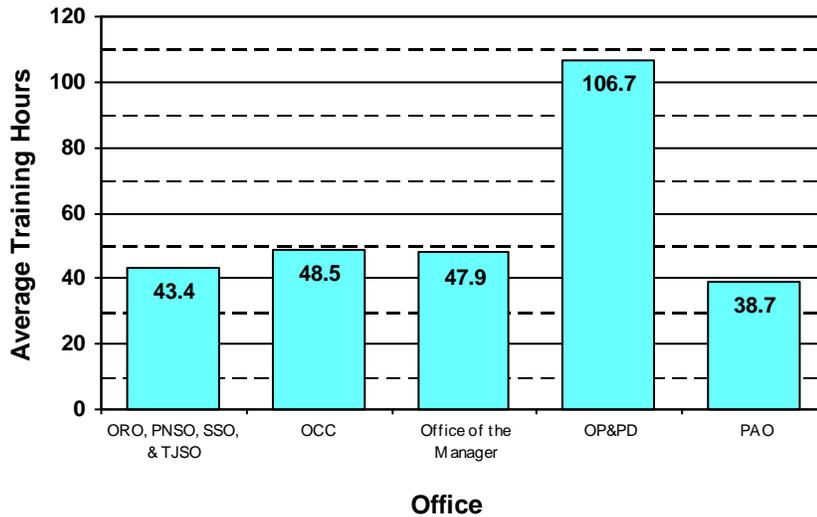
Section 3 DOE ORO, PNSO, SSO, and TJSO Training Report

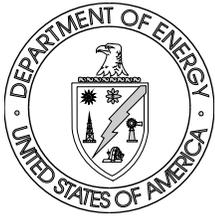
Average Training Hours per Employee by Office: FY 2007

The following is a list of the offices represented in the figure below:

- Office of Chief Counsel (OCC)
- Office of the Manager
- Office of Partnerships and Program Development (OP&PD)
- Public Affairs Office (PAO)

Figure 3.d Average Training Hours per Employee by Office



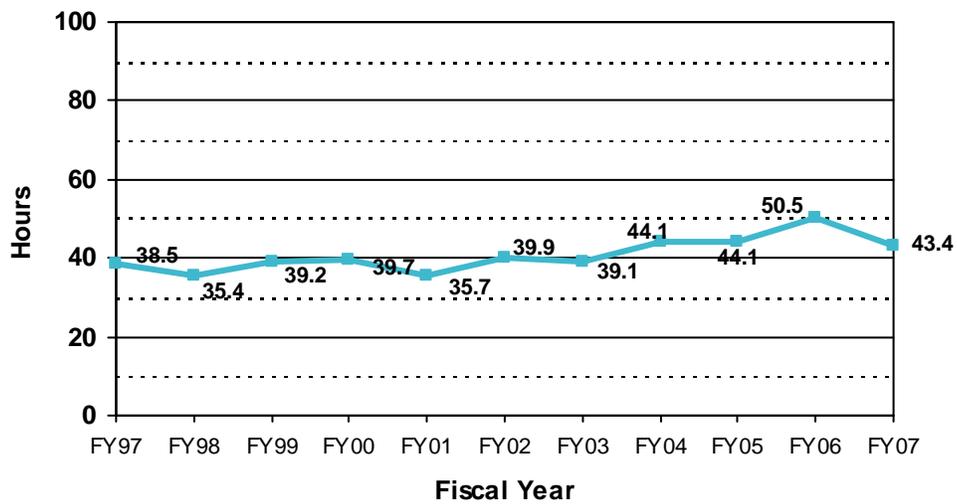


Section 3 DOE ORO, PNSO, SSO, and TJSO Training Report

Average Training Hours per ORO, PNSO, SSO, & TJSO Employee: Trending

Figure 3.e depicts the average annual training hours per employee (combined ORO, PNSO, SSO, and TJSO). All information available from the CHRIS database is shown, beginning with FY 1997.

Figure 3.e Average Annual Hours of Training per Employee





Section 3
DOE ORO, PNSO, SSO, and TJSO
Training Report

No-Shows, Late Cancellations, and Lost Costs: FY 2007

ORO maintains a tracking system within CHRIS to report no-shows and late cancellations of courses where payment was required. “No-show” means that the employee signed up for the course but did not attend. “Late cancellation” is defined as cancellation outside the cancellation policy. When a registration or tuition fee is paid but the course is not attended by an ORO, PNSO, SSO, or TJSO employee, or the course is canceled too late to avoid paying the fee, there is no value received by the employee or the organization; hence, a lost cost.

Figure 3.f No-Shows and Late Cancellations (Assistant Manager, PNSO, SSO, and TJSO)

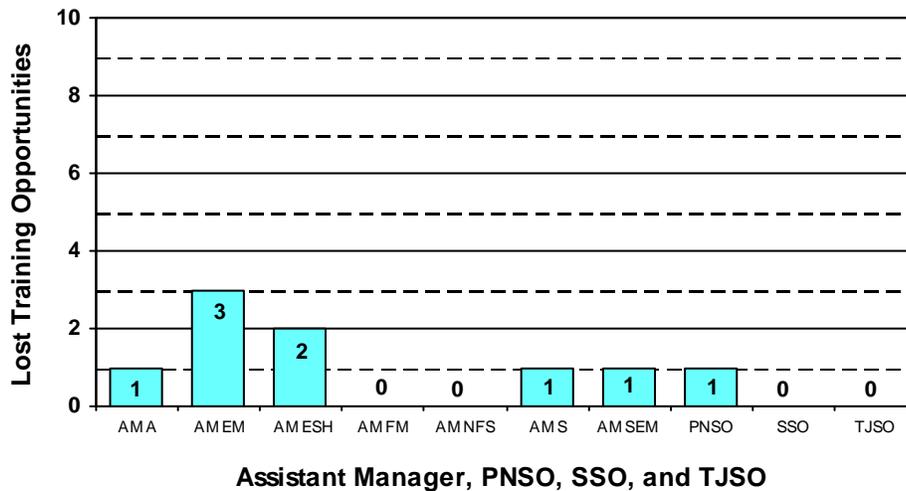
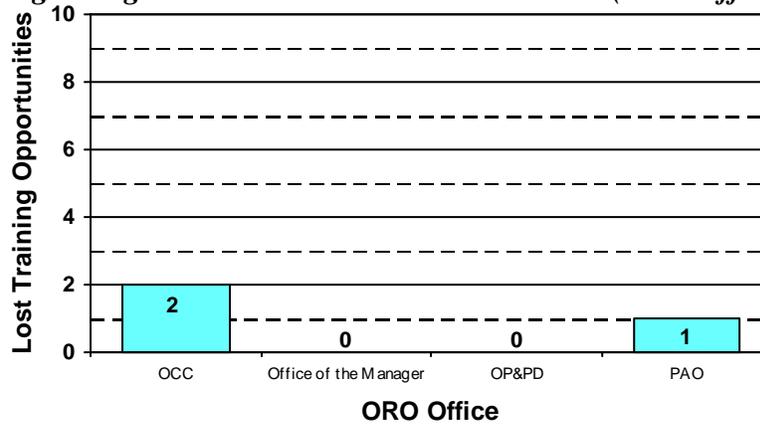


Figure 3.g No-Shows and Late Cancellations (ORO Offices)





Section 3
DOE ORO, PNSO, SSO, and TJSO
Training Report

Figure 3.h Lost Costs (Assistant Manager, PNSO, SSO, and TJSO)

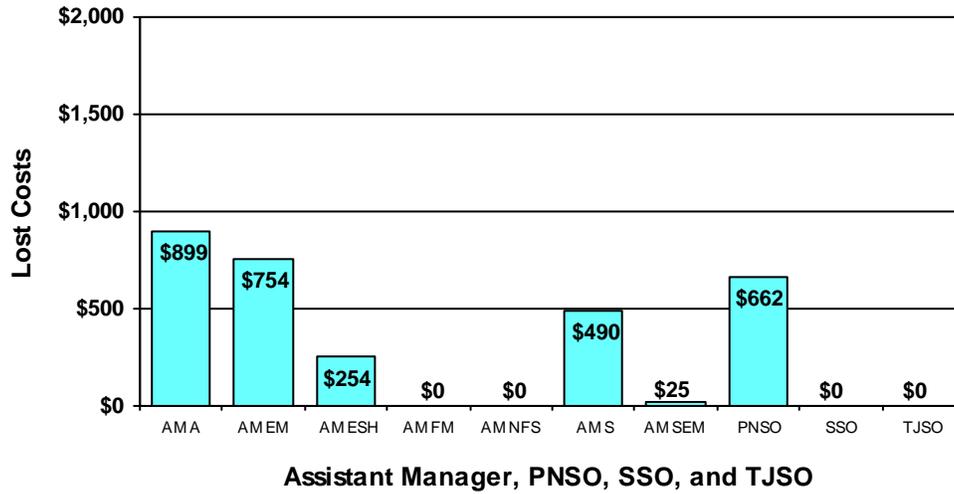
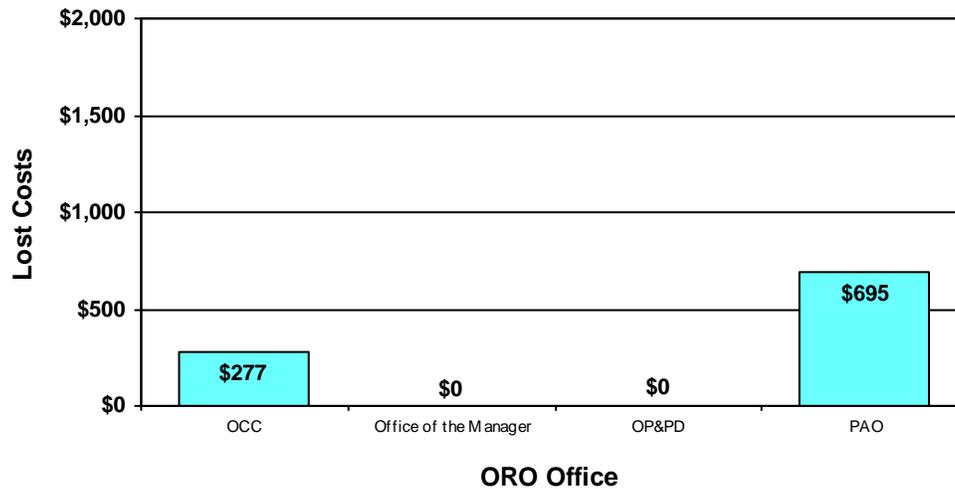


Figure 3.i Lost Costs (ORO Offices)





Section 3
DOE ORO, PNSO, SSO, and TJSO
Training Report

Figure 3.j Lost Training Opportunities—ORO, PNSO, SSO, and TJSO

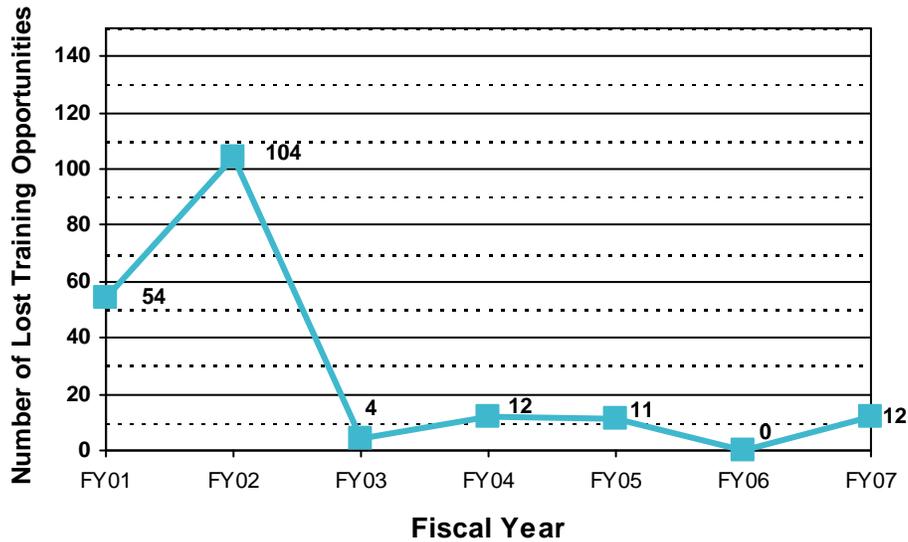
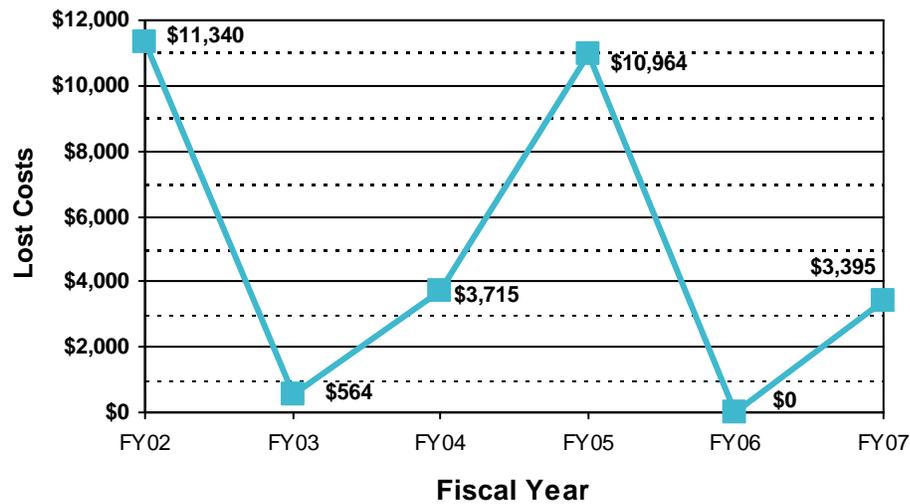


Figure 3.k Lost Training Costs—ORO, PNSO, SSO, and TJSO
(No data available for FY 2001)





Section 3
DOE ORO, PNSO, SSO, and TJSO
Training Report

Continuing and Advanced Education

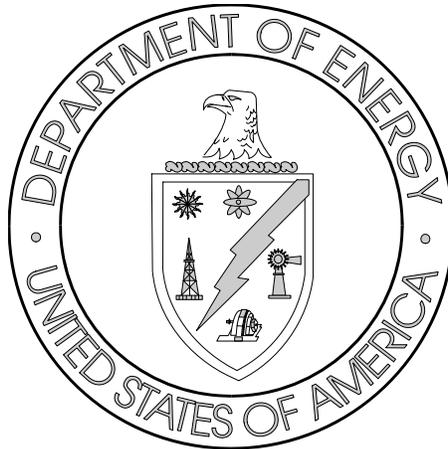
Continuing and advanced educational attendance is strongly encouraged and supported by ORO, PNSO, SSO, and TJSO management. HCAG maintains a tracking database through CHRIS for attendance at courses provided by institutions of higher learning.

Table 3.b Federal Employees Enrolled in Educational Institutions
(College [two and four years], university, and technical training school)

	FY 2006	FY 2007
Total number of employees enrolled	21	22
Total number of courses attended	82	74
Total cost of education	\$108,273	\$96,223
Average cost per employee attending	\$5,156	\$4,374

Section 4

Training Report for the Office of the Manager





Section 4
Training Report for the
Office of the Manager

Office of the Manager
Employee Training by
Job Function: FY 2007

ORO has categorized Federal employees into the following seven job functions:

- Supervisor
- Professional
- Facility Representative
- Administrative
- Technician
- Clerical
- Other

See Appendix B for a complete description of each of these job functions.

Figure 4.a Average Number of Training Hours by Job Function

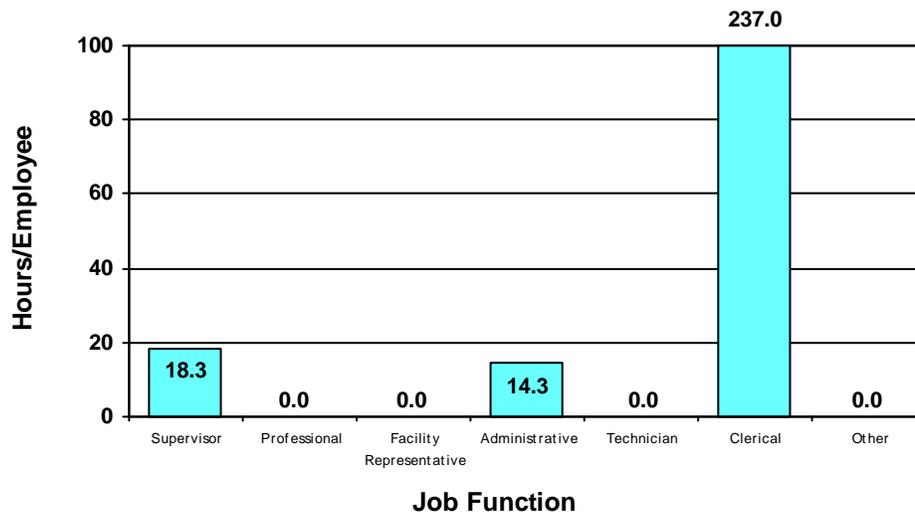


Table 4.a Total Number of Office of the Manager Employees and Total Number of Training Hours

Job Function	Number of Employees		Number of Training Hours	
	FY 2006	FY 2007	FY 2006	FY 2007
Supervisor	3	3	252	55
Professional	0	0	0	0
Facility Representative	0	0	0	0
Administrative	4	3	123	43
Technician	0	0	0	0
Clerical	1	1	228	237
Other	0	0	0	0
Totals	8	7	603	335
Average Hours/Employee			75.4	47.9



Section 4

Training Report for the Office of the Manager

Office of the Manager Employee Training by Training Category: FY 2007

For management and reporting purposes, DOE has classified employee training into the following four major categories. See Appendix C for a complete description of each of these training categories.

- Compliance
- Development
- Directed by Management
- Job Related

The corresponding training hours for the Office of the Manager are depicted in Figure 4.b.

Figure 4.b Office of the Manager Employee Training Hours by Training Category



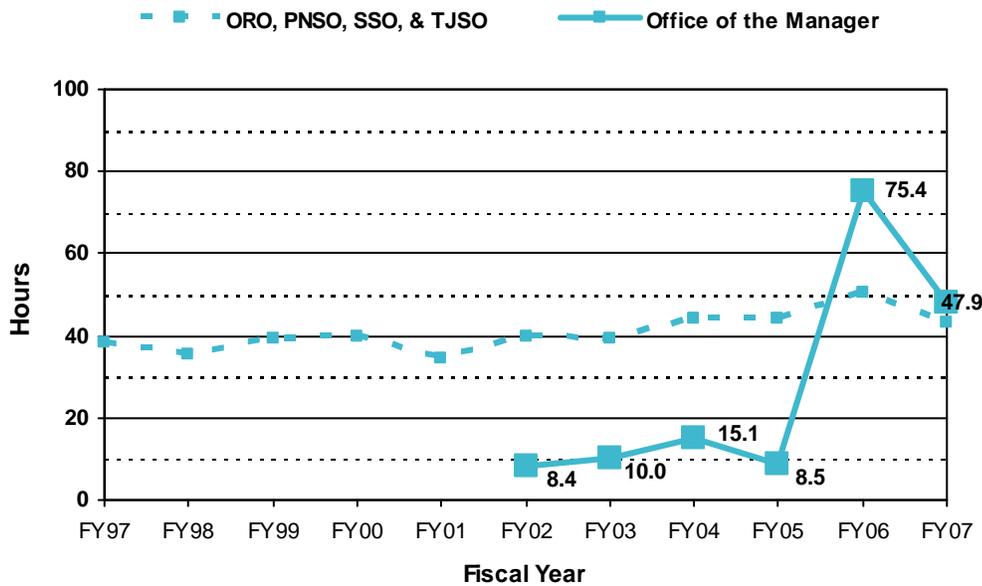


Section 4 Training Report for the Office of the Manager

Average Training Hours per Office of the Manager Employee: Trending

Figure 4.c depicts the average annual training hours per Office of the Manager employee as compared to the combined ORO, PNSO, SSO, and TJSO annual average. All information available from the CHRIS database is shown, beginning with FY 1997.

*Figure 4.c Average Annual Hours of Training per Employee**



* No data prior to FY 2002 were available for the Office of the Manager.



Section 4
Training Report for the
Office of the Manager

Continuing and Advanced Education

Continuing and advanced educational attendance is strongly encouraged and supported by DOE and ORO management. HCAG maintains a tracking database through CHRIS for attendance at courses provided by institutions of higher learning.

Table 4.b Office of the Manager Employees Enrolled in Educational Institutions
(College [two and four years], university, and technical training school)

	FY 2006	FY 2007
Total number of employees enrolled	1	1
Total number of courses attended	7	7
Total cost of education	\$6,897	\$8,917
Average cost per employee attending	\$6,897	\$8,917

Section 5
Training Report for the
Office of Assistant Manager for Administration
(AMA)





Section 5
Training Report for the
Office of Assistant Manager for Administration

**AMA Employee Training
by Job Function:
FY 2007**

ORO has categorized Federal employees into the following seven job functions:

- Supervisor
- Professional
- Facility Representative
- Administrative
- Technician
- Clerical
- Other

See Appendix B for a complete description of each of these job functions.

Figure 5.a Average Number of Training Hours by Job Function

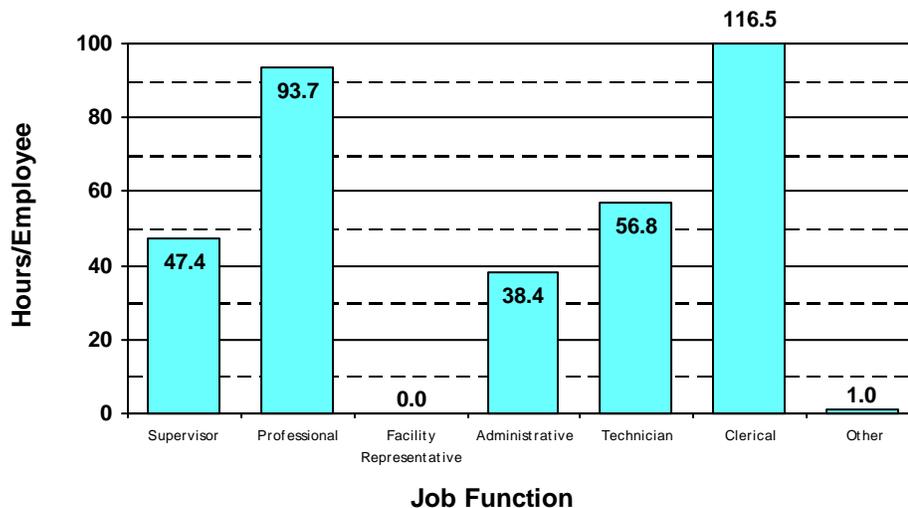


Table 5.a Total Number of AMA Employees and Total Number of Training Hours

Job Function	Number of Employees		Number of Training Hours	
	FY 2006	FY 2007	FY 2006	FY 2007
Supervisor	11	10	407	474
Professional	27	26	2,483	2,437
Facility Representative	0	0	0	0
Administrative	39	39	1,692	1,497
Technician	10	9	583	511
Clerical	4	2	37	233
Other	0	1	0	1
Totals	91	87	5,202	5,153
Average Hours/Employee			57.2	59.2



Section 5

Training Report for the Office of Assistant Manager for Administration

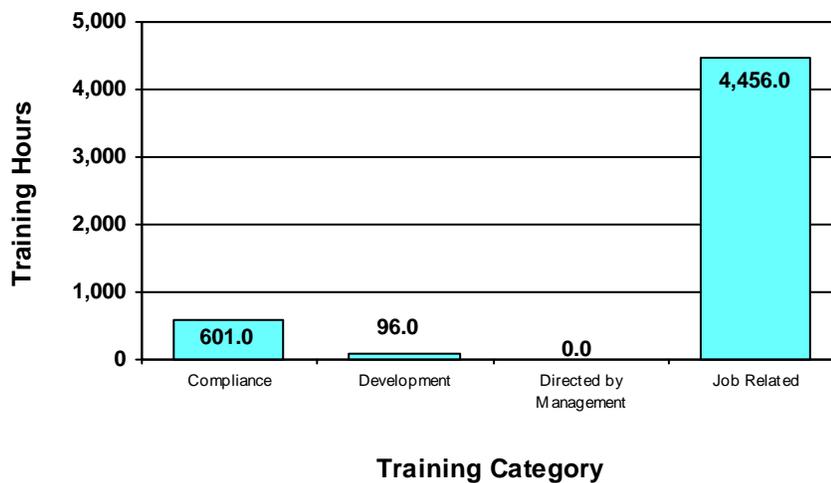
AMA Employee Training by Training Category: FY 2007

For management and reporting purposes, DOE has classified employee training into the following four major categories. See Appendix C for a complete description of each of these training categories.

- Compliance
- Development
- Directed by Management
- Job Related

The corresponding training hours for AMA are depicted in Figure 5.b.

Figure 5.b AMA Employee Training Hours by Training Category





Section 5

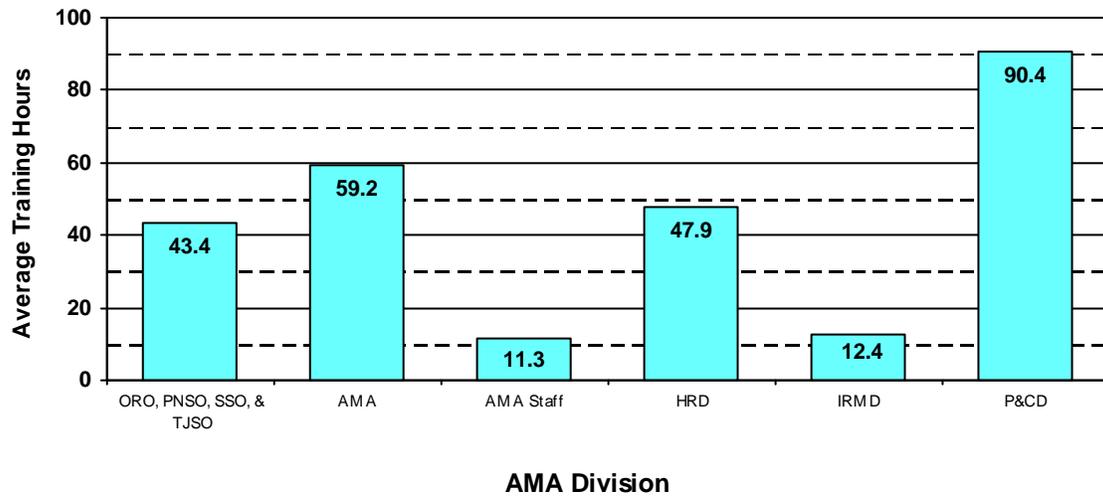
Training Report for the Office of Assistant Manager for Administration

Average Training Hours per Employee by AMA Division: FY 2007

The following organizations are represented in the figure below:

- Office of Assistant Manager for Administration (AMA)
- Human Resources Division (HRD)
- Information Resources Management Division (IRMD)
- Procurement and Contracts Division (P&CD)

Figure 5.c Average Training Hours per Employee by AMA Division



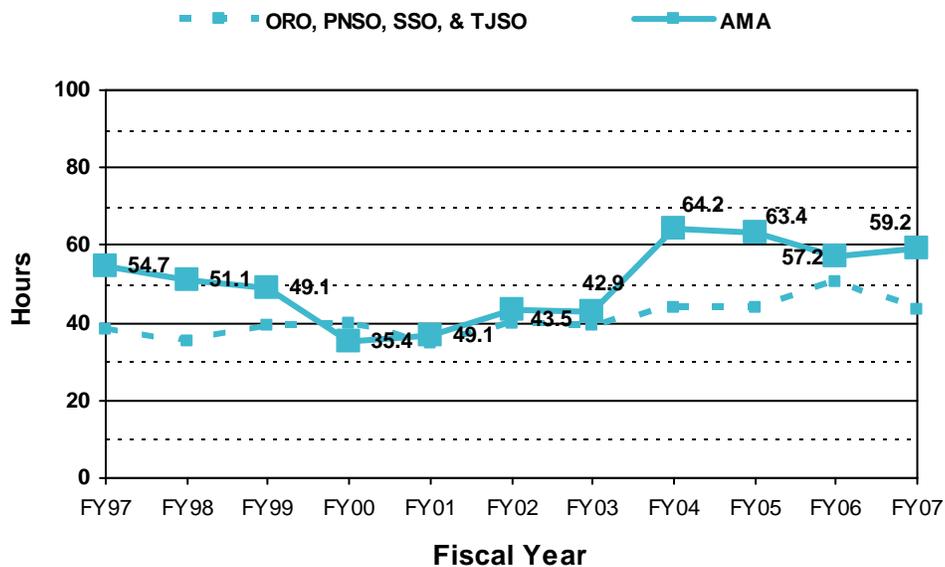


Section 5
Training Report for the
Office of Assistant Manager for Administration

Average Training Hours per AMA Employee: Trending

Figure 5.d depicts the average annual training hours per AMA employee as compared to the combined ORO, PNSO, SSO, and TJSO annual average. All information available from the CHRIS database is shown, beginning with FY 1997.

Figure 5.d Average Annual Hours of Training per Employee





Section 5
Training Report for the
Office of Assistant Manager for Administration

Continuing and Advanced Education

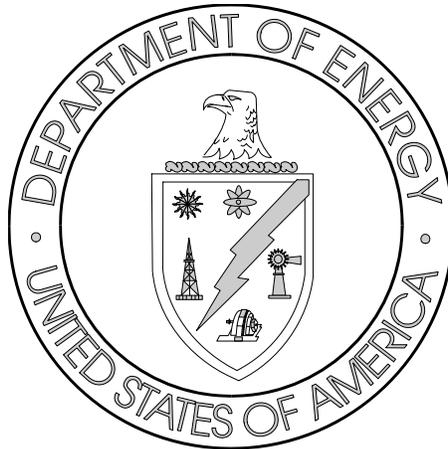
Continuing and advanced educational attendance is strongly encouraged and supported by DOE and ORO management. HCAG maintains a tracking database through CHRIS for attendance at courses provided by institutions of higher learning.

Table 5.b AMA Employees Enrolled in Educational Institutions
 (College [two and four years], university, and technical training school)

	FY 2006	FY 2007
Total number of employees enrolled	7	6
Total number of courses attended	28	22
Total cost of education	\$39,350	\$30,885
Average cost per employee attending	\$5,621	\$5,148

Section 6

Training Report for the Office of Assistant Manager for Environmental Management (AMEM)





Section 6
Training Report for the

Office of Assistant Manager for Environmental Management

**AMEM Employee
 Training by Job
 Function: FY 2007**

ORO has categorized Federal employees into the following seven job functions:

- Supervisor
- Professional
- Facility Representative
- Administrative
- Technician
- Clerical
- Other

See Appendix B for a complete description of each of these job functions.

Figure 6.a Average Number of Training Hours by Job Function

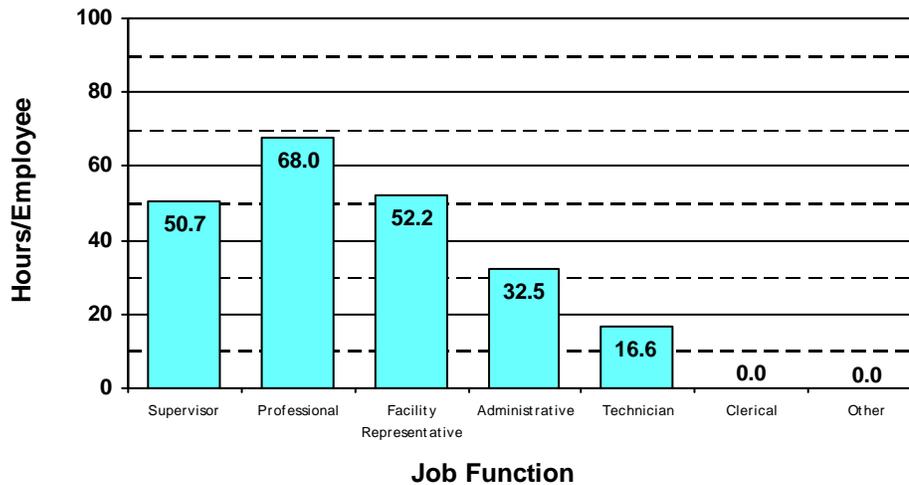


Table 6.a Total Number of AMEM Employees and Total Number of Training Hours

Job Function	Number of Employees		Number of Training Hours	
	FY 2006	FY 2007	FY 2006	FY 2007
Supervisor	6	7	616	355
Professional	37	37	3,287	2,517
Facility Representative	18	18	1,238	939
Administrative	10	8	752	260
Technician	6	5	64	83
Clerical	0	0	0	0
Other	0	0	0	0
Totals	77	75	5,957	4,154
Average Hours/Employee			77.4	55.4



Section 6
Training Report for the
Office of Assistant Manager for Environmental Management

**AMEM Employee
Training by Training
Category:
FY 2007**

For management and reporting purposes, DOE has classified employee training into the following four major categories. See Appendix C for a complete description of each of these training categories.

- Compliance
- Development
- Directed by Management
- Job Related

The corresponding training hours for AMEM are depicted in Figure 6.b.

Figure 6.b AMEM Employee Training Hours by Training Category





Section 6

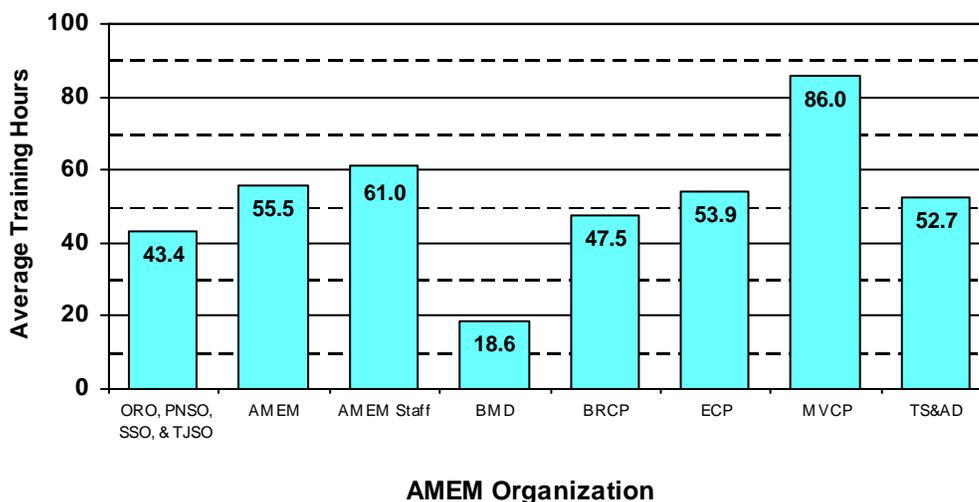
Training Report for the Office of Assistant Manager for Environmental Management

Average Training Hours per Employee by AMEM Organization: FY 2007

The following organizations are represented in the figure below:

- Office of AMEM, including Safety Basis Team and K-29/K-31/K-33 Buildings Decontamination and Decommissioning Project
- Business Management Division (BMD)
- Balance of Reservation Closure Project (BRCP)
- East Tennessee Technology Park Closure Project (ECP)
- Melton Valley Closure Project (MVCP)
- Technical Support and Assessment Division (TS&AD)

Figure 6.c Average Training Hours per Employee by AMEM Organization





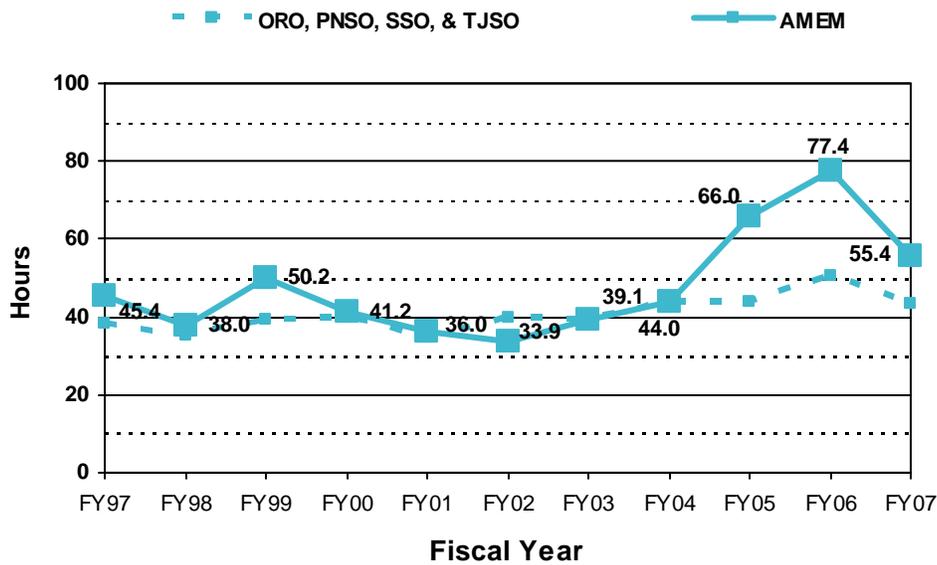
Section 6

Training Report for the Office of Assistant Manager for Environmental Management

Average Training Hours per AMEM Employee: Trending

Figure 6.d depicts the average annual training hours per AMEM employee as compared to the combined ORO, PNSO, SSO, and TJSO annual average. All information available from the CHRIS database is shown, beginning with FY 1997.

Figure 6.d Average Annual Hours of Training per Employee





Section 6
Training Report for the
Office of Assistant Manager for Environmental Management

Continuing and Advanced Education

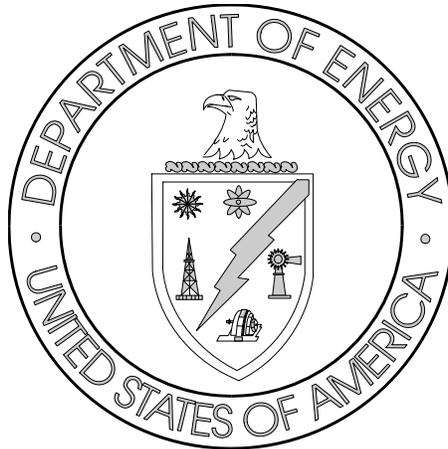
Continuing and advanced educational attendance is strongly encouraged and supported by DOE and ORO management. HCAG maintains a tracking database through CHRIS for attendance at courses provided by institutions of higher learning.

Table 6.b AMEM Employees Enrolled in Educational Institutions
 (College [two and four years], university, and technical training school)

	FY 2006	FY 2007
Total number of employees enrolled	5	6
Total number of courses attended	14	17
Total cost of education	\$28,137	\$27,521
Average cost per employee attending	\$5,627	\$4,587

Section 7

Training Report for the Office of Assistant Manager for Environment, Safety, and Health (AMESH)





Section 7
**Training Report for the Office of Assistant Manager
 for Environment, Safety, and Health**

**AMESH Employee
 Training by Job
 Function: FY 2007**

ORO has categorized Federal employees into the following seven job functions:

- Supervisor
- Professional
- Facility Representative
- Administrative
- Technician
- Clerical
- Other

See Appendix B for a complete description of each of these job functions.

Figure 7.a Average Number of Training Hours by Job Function

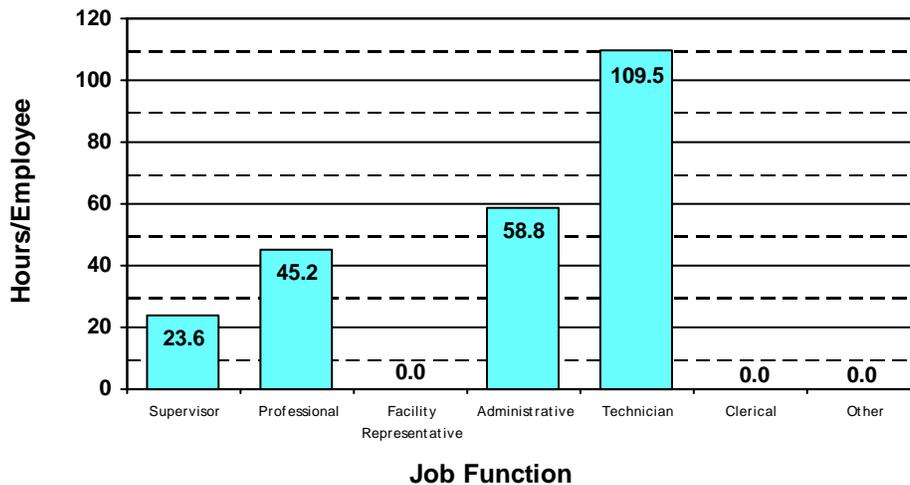


Table 7.a Total Number of AMESH Employees and Total Number of Training Hours

Job Function	Number of Employees		Number of Training Hours	
	FY 2006	FY 2007	FY 2006	FY 2007
Supervisor	4	5	149	118
Professional	34	32	1,847	1,447
Facility Representative	0	0	0	0
Administrative	4	6	79	353
Technician	2	2	87	219
Clerical	0	0	0	0
Other	0	0	0	0
Totals	44	45	2,162	2,137
Average Hours/Employee			49.1	47.5



Section 7

Training Report for the Office of Assistant Manager for Environment, Safety, and Health

AMESH Employee Training by Training Category: FY 2007

For management and reporting purposes, DOE has classified employee training into the following four major categories. See Appendix C for a complete description of each of these training categories.

- Compliance
- Development
- Directed by Management
- Job Related

The corresponding training hours for AMESH are depicted in Figure 7.b.

Figure 7.b AMESH Employee Training Hours by Training Category





Section 7

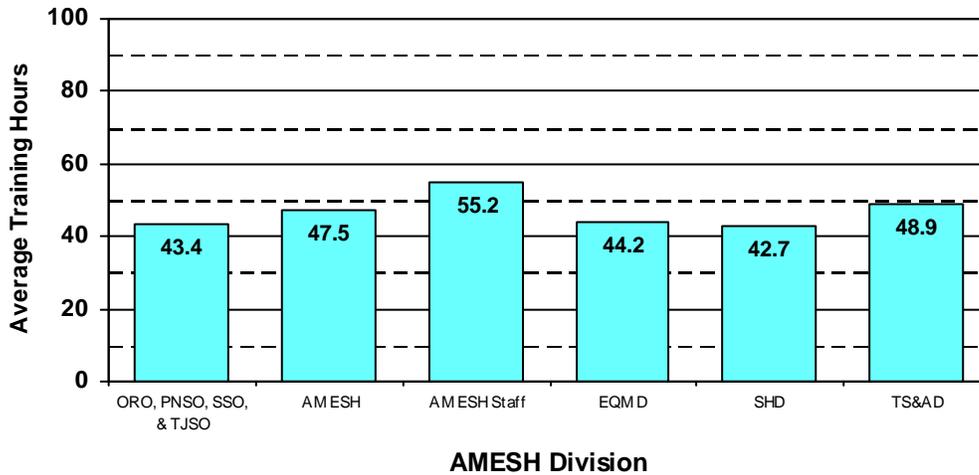
Training Report for the Office of Assistant Manager for Environment, Safety, and Health

Average Training Hours per Employee by AMESH Division: FY 2007

The following organizations are represented in the figure below:

- Office of Assistant Manager for Environment, Safety, and Health (AMESH)
- Environmental and Quality Management Division (EQMD)
- Safety and Health Division (SHD)
- Technical Support and Assessment Division (TS&AD)

Figure 7.c Average Training Hours per Employee by AMESH Division





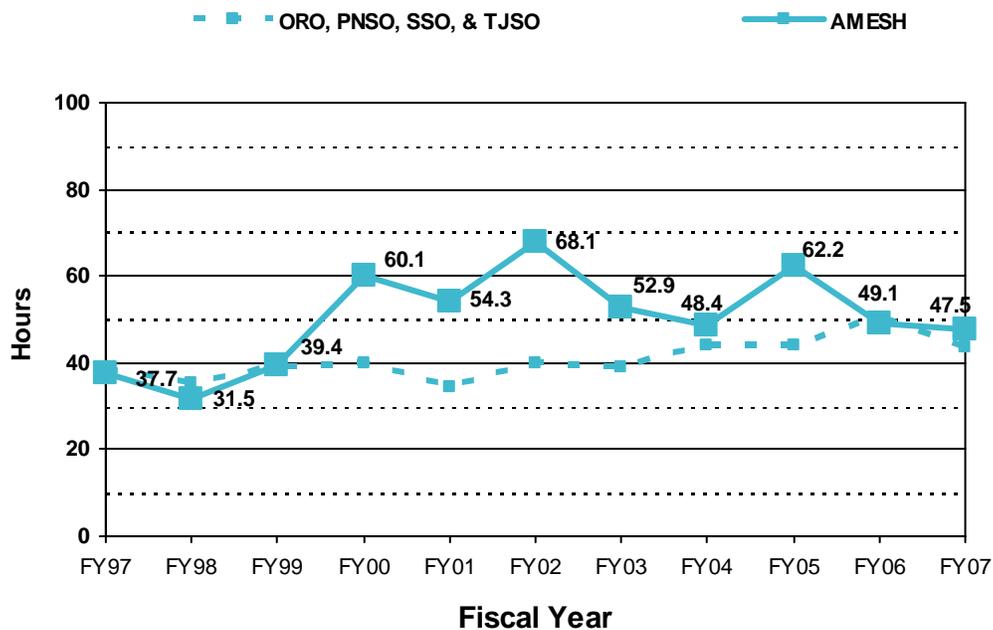
Section 7

Training Report for the Office of Assistant Manager for Environment, Safety, and Health

Average Training Hours per AMESH Employee: Trending

Figure 7.d depicts the average annual training hours per AMESH employee as compared to the combined ORO, PNSO, SSO, and TJSO annual average. All information available from the CHRIS database is shown, beginning with FY 1997.

Figure 7.d Average Annual Hours of Training per Employee





Section 7
***Training Report for the Office of Assistant Manager
 for Environment, Safety, and Health***

**Continuing and
 Advanced Education**

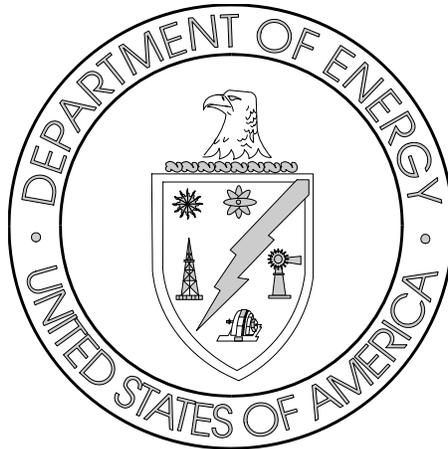
Continuing and advanced educational attendance is strongly encouraged and supported by DOE and ORO management. HCAG maintains a tracking database through CHRIS for attendance at courses provided by institutions of higher learning.

Table 7.b AMESH Employees Enrolled in Educational Institutions
 (College [two and four years], university, and technical training school)

	FY 2006	FY 2007
Total number of employees enrolled	0	1
Total number of courses attended	0	6
Total cost of education	0	\$2,939
Average cost per employee attending	0	\$2,939

Section 8

Training Report for the Office of Assistant Manager for Financial Management (AMFM)





Section 8
Training Report for the
Office of Assistant Manager for Financial Management

AMFM Employee
Training by Job
Function: FY 2007

ORO has categorized Federal employees into the following seven job functions:

- Supervisor
- Professional
- Facility Representative
- Administrative
- Technician
- Clerical
- Other

See Appendix B for a complete description of each of these job functions.

Figure 8.a Average Number of Training Hours by Job Function

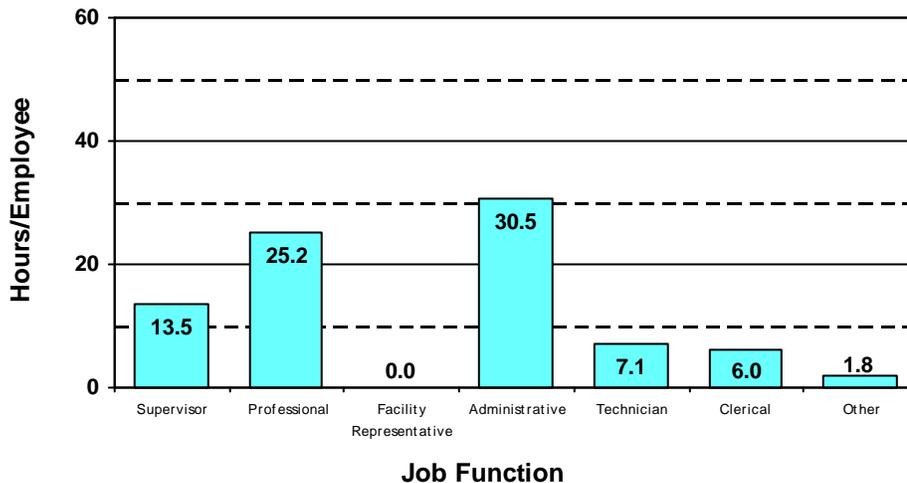


Table 8.a Total Number of AMFM Employees and Total Number of Training Hours

Job Function	Number of Employees		Number of Training Hours	
	FY 2006	FY 2007	FY 2006	FY 2007
Supervisor	8	8	96	108
Professional	30	33	824	830
Facility Representative	0	0	0	0
Administrative	18	17	302	518
Technician	10	9	163	64
Clerical	4	3	256	18
Other	4	4	0	7
Totals	74	74	1,641	1,545
Average Hours/Employee			22.2	20.9



Section 8

Training Report for the Office of Assistant Manager for Financial Management

AMFM Employee Training by Training Category: FY 2007

For management and reporting purposes, DOE has classified employee training into the following four major categories. See Appendix C for a complete description of each of these training categories.

- Compliance
- Development
- Directed by Management
- Job Related

The corresponding training hours for AMFM are depicted in Figure 8.b.

Figure 8.b AMFM Employee Training Hours by Training Category





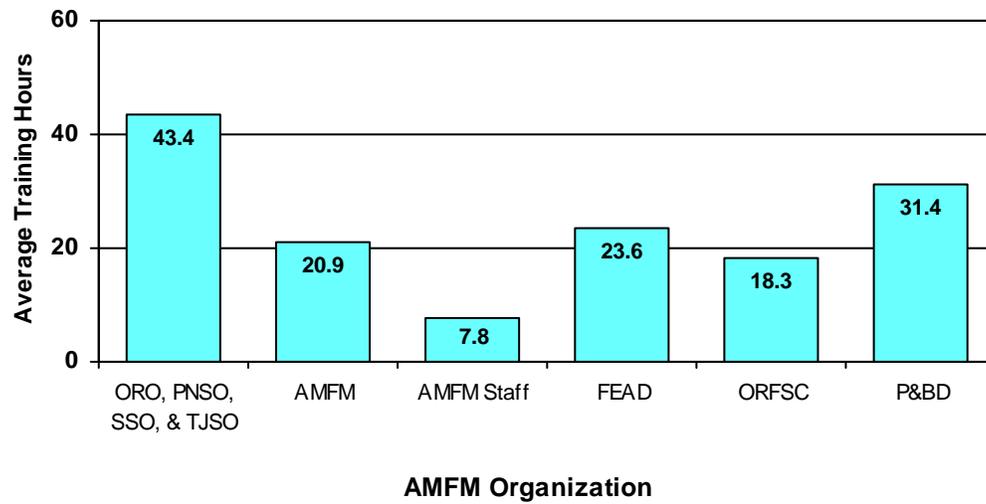
Section 8
Training Report for the
Office of Assistant Manager for Financial Management

Average Training Hours per Employee by AMFM Organization: FY 2007

The following organizations are represented in the figure below:

- Office of Assistant Manager for Financial Management (AMFM)
- Financial Evaluation and Accountability Division (FEAD)
- Oak Ridge Financial Service Center (ORFSC)
- Planning and Budget Division (P&BD)

Figure 8.c Average Training Hours per Employee by AMFM Organization





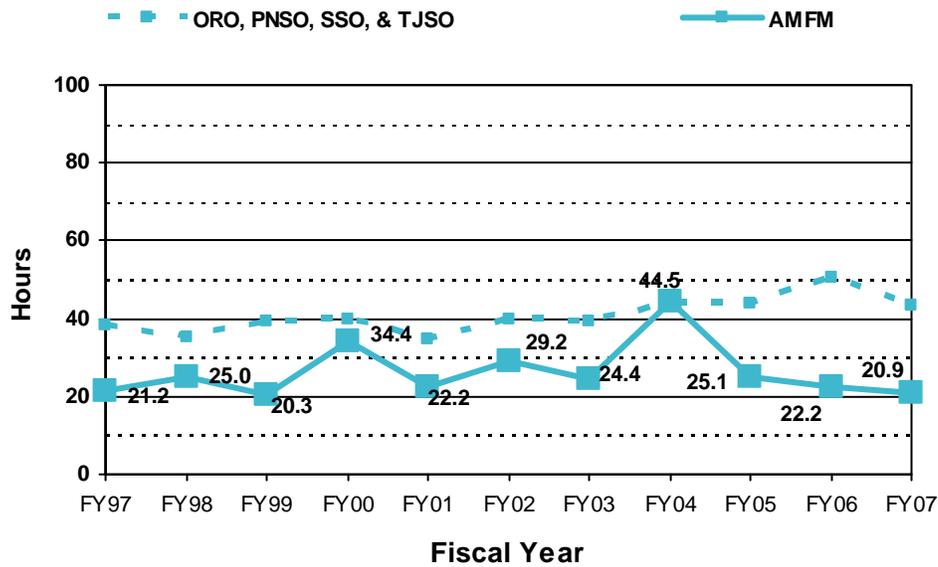
Section 8

Training Report for the Office of Assistant Manager for Financial Management

Average Training Hours per AMFM Employee: Trending

Figure 8.d depicts the average annual training hours per AMFM employee as compared to the combined ORO, PNSO, SSO, and TJSO annual average. All information available from the CHRIS database is shown, beginning with FY 1997.

Figure 8.d Average Annual Hours of Training per Employee





Section 8
Training Report for the
Office of Assistant Manager for Financial Management

Continuing and Advanced Education

Continuing and advanced educational attendance is strongly encouraged and supported by DOE and ORO management. HCAG maintains a tracking database through CHRIS for attendance at courses provided by institutions of higher learning.

Table 8.b AMFM Employees Enrolled in Educational Institutions
 (College [two and four years], university, and technical training school)

	FY 2006	FY 2007
Total number of employees enrolled	3	2
Total number of courses attended	7	3
Total cost of education	\$6,238	\$3,105
Average cost per employee attending	\$2,079	\$1,553

Section 9

Training Report for the Office of Assistant Manager for Nuclear Fuel Supply (AMNFS)





Section 9
Training Report for the
Office of Assistant Manager for Nuclear Fuel Supply

AMNFS Employee
Training by Job
Function: FY 2007

ORO has categorized Federal employees into the following seven job functions:

- Supervisor
- Professional
- Facility Representative
- Administrative
- Technician
- Clerical
- Other

See Appendix B for a complete description of each of these job functions.

Figure 9.a Average Number of Training Hours by Job Function

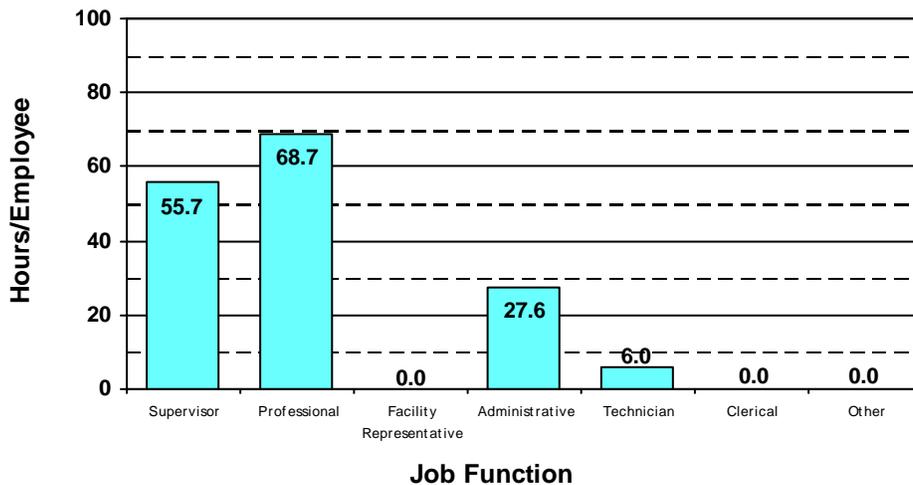
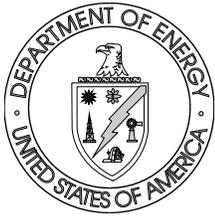


Table 9.a Total Number of AMNFS Employees and Total Number of Training Hours

Job Function	Number of Employees		Number of Training Hours	
	FY 2006	FY 2007	FY 2006	FY 2007
Supervisor	3	3	64	167
Professional	19	19	1,490	1,305
Facility Representative	0	0	0	0
Administrative	5	5	295	138
Technician	2	2	29	12
Clerical	0	0	0	0
Other	0	0	0	0
Totals	29	29	1,878	1,622
Average Hours/Employee			64.8	55.9



Section 9

Training Report for the Office of Assistant Manager for Nuclear Fuel Supply

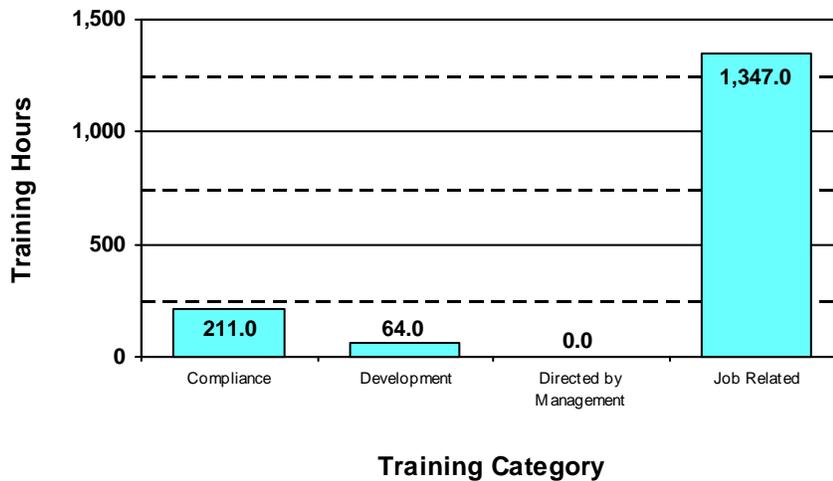
AMNFS Employee Training by Training Category: FY 2007

For management and reporting purposes, DOE has classified employee training into the following four major categories. See Appendix C for a complete description of each of these training categories.

- Compliance
- Development
- Directed by Management
- Job Related

The corresponding training hours for AMNFS are depicted in Figure 9.b.

Figure 9.b AMNFS Employee Training Hours by Training Category





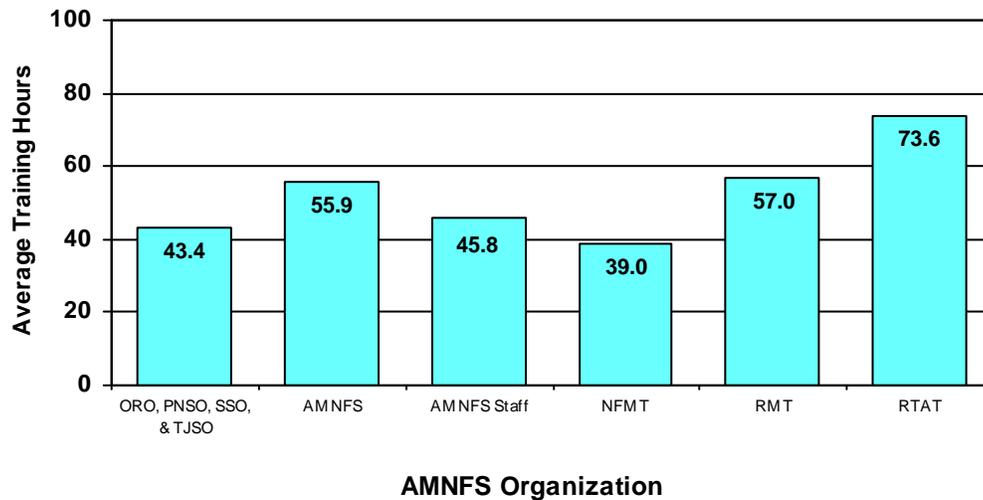
Section 9
Training Report for the
Office of Assistant Manager for Nuclear Fuel Supply

**Average Training Hours
per Employee by
AMNFS Organization:
FY 2007**

The following organizations are represented in the figure below:

- Office of Assistant Manager for Nuclear Fuel Supply (AMNFS)
- Nuclear Fuels Management Team (NFMT)
- Regulatory Management Team (RMT)
- Reindustrialization and Technical Assistance Team (RTAT)

Figure 9.c Average Training Hours per Employee by AMNFS Organization



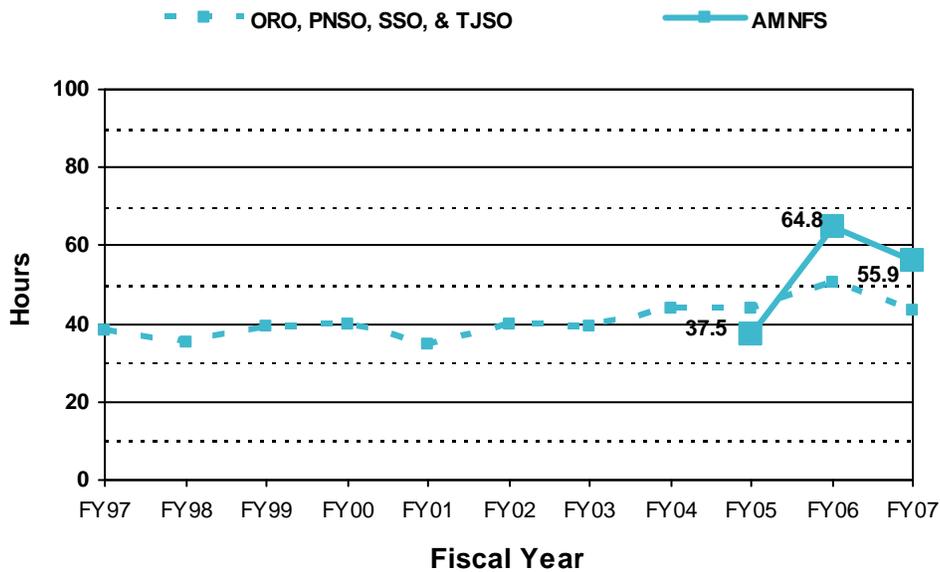


Section 9
Training Report for the
Office of Assistant Manager for Nuclear Fuel Supply

Average Training Hours per AMNFS Employee: Trending

Figure 9.d depicts the average annual training hours per AMNFS employee as compared to the combined ORO, PNSO, SSO, and TJSO annual average. All information available from the CHRIS database is shown, beginning with FY 1997.

*Figure 9.d Average Annual Hours of Training per Employee**



* AMNFS was formed in FY 2005; therefore, there are no historical data prior to that date.



Section 9
Training Report for the
Office of Assistant Manager for Nuclear Fuel Supply

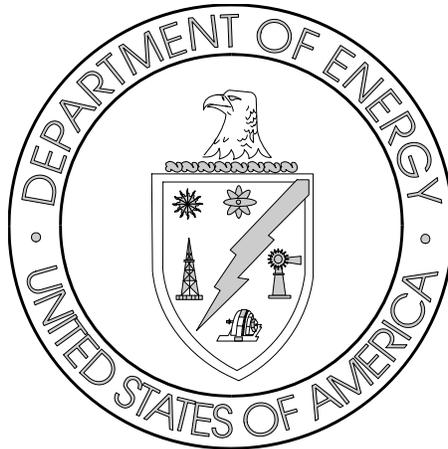
Continuing and Advanced Education

Continuing and advanced educational attendance is strongly encouraged and supported by DOE and ORO management. HCAG maintains a tracking database through CHRIS for attendance at courses provided by institutions of higher learning.

Table 9.b AMNFS Employees Enrolled in Educational Institutions
 (College [two and four years], university, and technical training school)

	FY 2006	FY 2007
Total number of employees enrolled	2	2
Total number of courses attended	8	9
Total cost of education	\$14,050	\$13,712
Average cost per employee attending	\$7,025	\$6,856

Section 10
Training Report for the
Office of Assistant Manager for Science (AMS)





Section 10
Training Report for the
Office of Assistant Manager for Science

**AMS Employee Training
by Job Function: FY
2007**

ORO has categorized Federal employees into the following seven job functions:

- Supervisor
- Professional
- Facility Representative
- Administrative
- Technician
- Clerical
- Other

See Appendix B for a complete description of each of these job functions.

Figure 10.a Average Number of Training Hours by Job Function

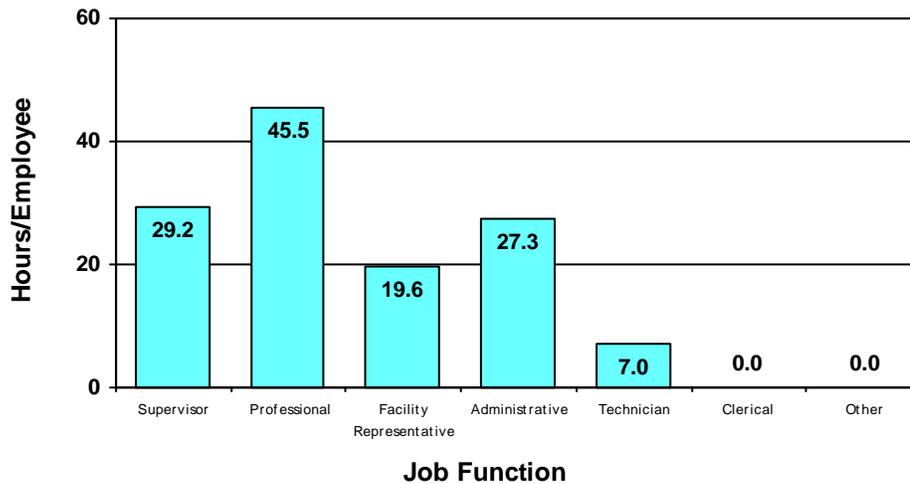


Table 10.a Total Number of AMS Employees and Total Number of Training Hours

Job Function	Number of Employees		Number of Training Hours	
	FY 2006	FY 2007	FY 2006	FY 2007
Supervisor	5	5	190	146
Professional	21	19	1,634	864
Facility Representative	6	5	444	98
Administrative	3	3	104	82
Technician	2	1	74	7
Clerical	0	0	0	0
Other	0	0	0	0
Totals	37	32	2,446	1,197
Average Hours/Employee			66.1	37.4



Section 10
Training Report for the
Office of Assistant Manager for Science

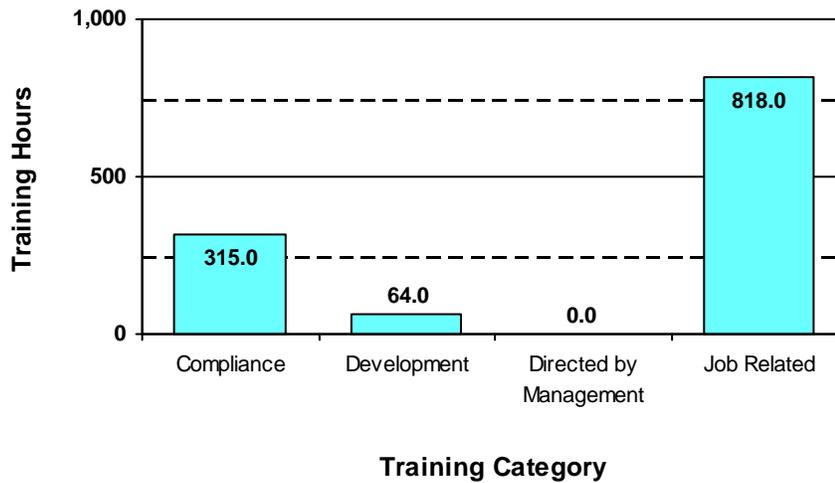
**AMS Employee Training
by Training Category:
FY 2007**

For management and reporting purposes, DOE has classified employee training into the following four major categories. See Appendix C for a complete description of each of these training categories.

- Compliance
- Development
- Directed by Management
- Job Related

The corresponding training hours for AMS are depicted in Figure 10.b.

Figure 10.b AMS Employee Training Hours by Training Category





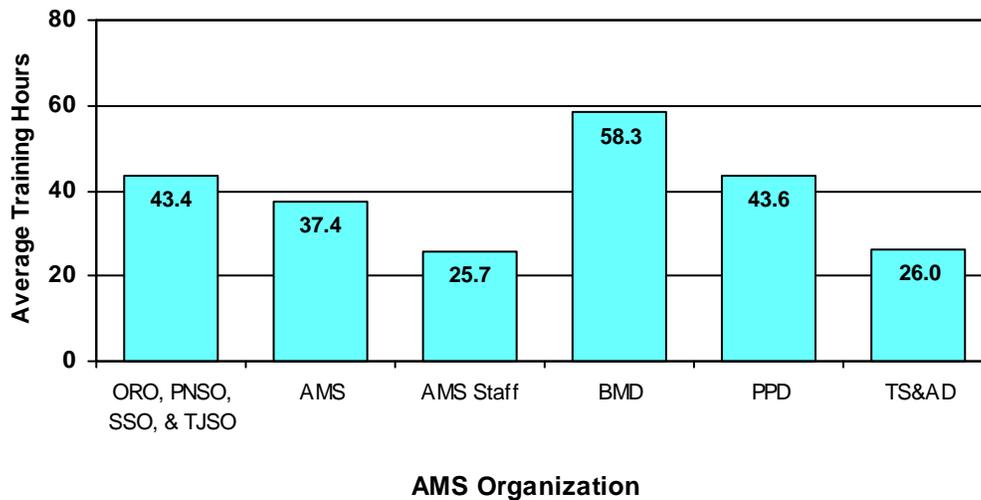
Section 10
Training Report for the
Office of Assistant Manager for Science

**Average Training Hours
per Employee by AMS
Organization: FY 2007**

The following organizations are represented in the figure below:

- Office of Assistant Manager for Science (AMS)
- Business Management Division (BMD)
- Programs and Projects Division (PPD)
- Technical Support and Assessment Division (TS&AD)

Figure 10.c Average Training Hours per Employee by AMS Organization



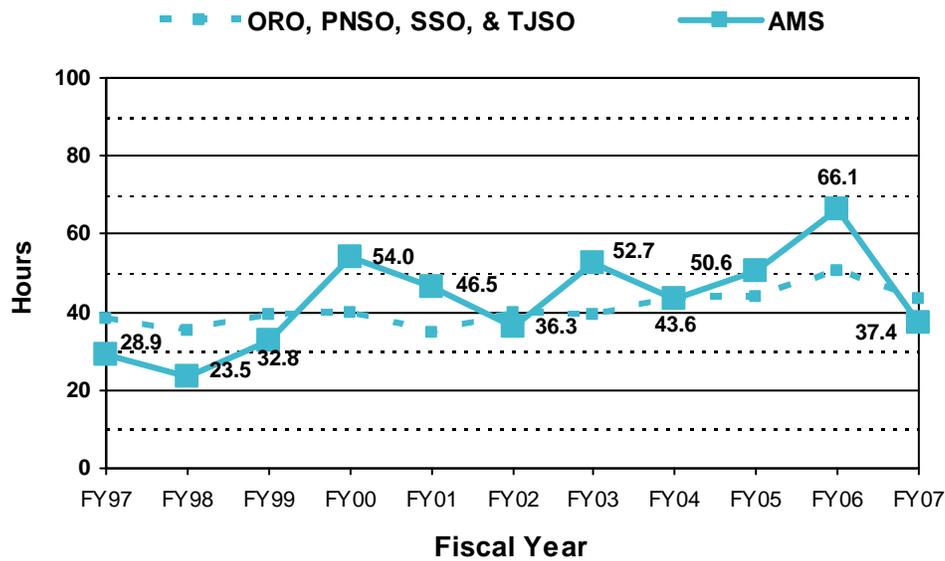


Section 10
Training Report for the
Office of Assistant Manager for Science

Average Training Hours per AMS Employee: Trending

Figure 10.d depicts the average annual training hours per AMS employee as compared to the combined ORO, PNSO, SSO, and TJSO annual average. All information available from the CHRIS database is shown, beginning with FY 1997.

Figure 10.d Average Annual Hours of Training per Employee





Section 10
Training Report for the
Office of Assistant Manager for Science

Continuing and Advanced Education

Continuing and advanced educational attendance is strongly encouraged and supported by DOE and ORO management. HCAG maintains a tracking database through CHRIS for attendance at courses provided by institutions of higher learning.

Table 10.b AMS Employees Enrolled in Educational Institutions
 (College [two and four years], university, and technical training school)

	FY 2006	FY 2007
Total number of employees enrolled	1	1
Total number of courses attended	5	4
Total cost of education	\$8,810	\$6,496
Average cost per employee attending	\$8,810	\$6,496

Section 11
Training Report for the
Office of Assistant Manager for Security and
Emergency Management (AMSEM)





Section 11
**Training Report for the Office of Assistant Manager for Security and
 Emergency Management**

**AMSEM Employee
 Training by Job
 Function: FY 2007**

ORO has categorized Federal employees into the following seven job functions:

- Supervisor
- Professional
- Facility Representative
- Administrative
- Technician
- Clerical
- Other

See Appendix B for a complete description of each of these job functions.

Figure 11.a Average Number of Training Hours by Job Function

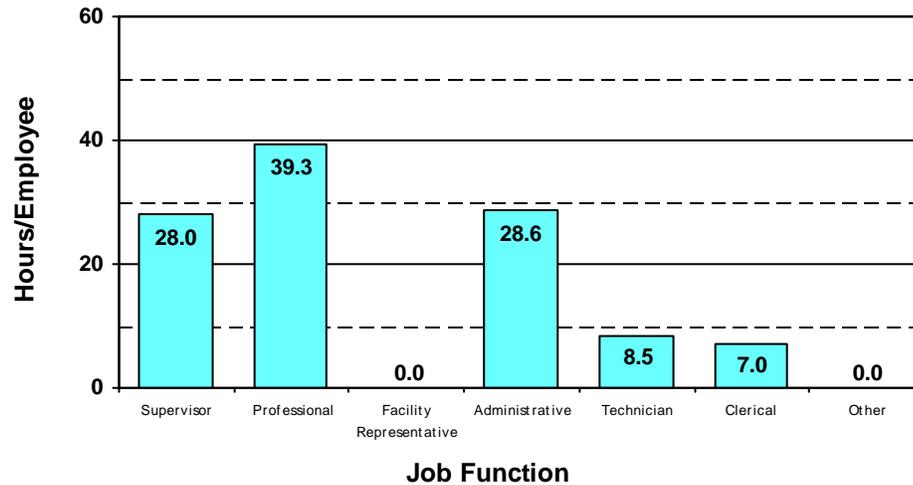


Table 11.a Total Number of AMSEM Employees and Total Number of Training Hours

Job Function	Number of Employees		Number of Training Hours	
	FY 2006	FY 2007	FY 2006	FY 2007
Supervisor	5	4	56	112
Professional	11	10	328	393
Facility Representative	0	0	0	0
Administrative	16	16	357	458
Technician	2	2	18	17
Clerical	1	1	22	7
Other	0	0	0	0
Totals	35	33	781	987
Average Hours/Employee			22.3	29.9



Section 11

Training Report for the Office of Assistant Manager for Security and Emergency Management

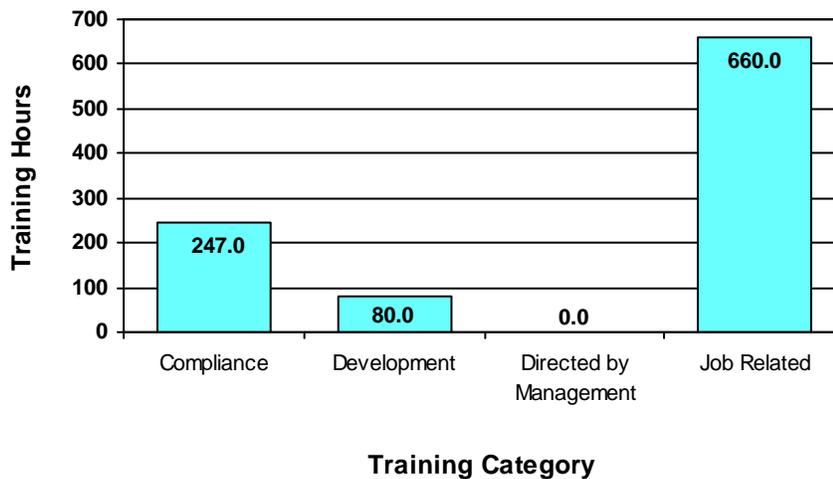
AMSEM Employee Training by Training Category: FY 2007

For management and reporting purposes, DOE has classified employee training into the following four major categories. See Appendix C for a complete description of each of these training categories.

- Compliance
- Development
- Directed by Management
- Job Related

The corresponding training hours for AMSEM are depicted in Figure 11.b.

Figure 11.b AMSEM Employee Training Hours by Training Category





Section 11

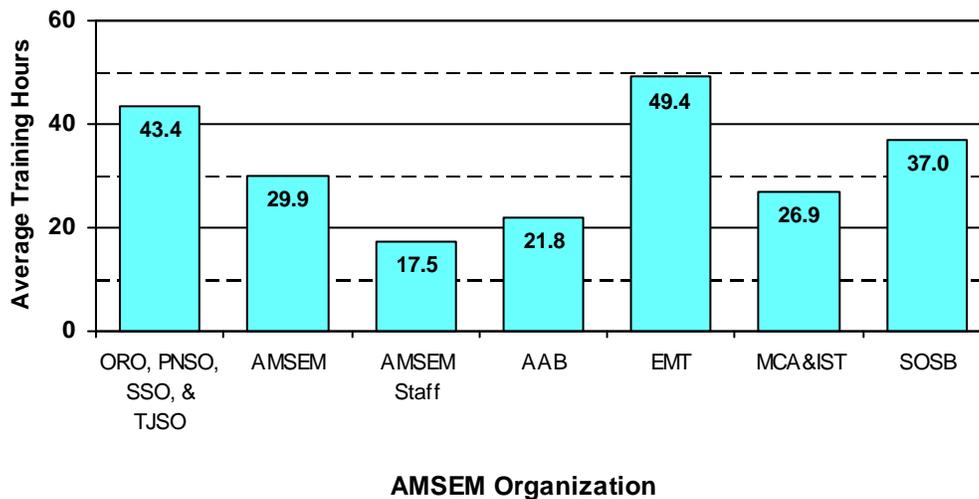
Training Report for the Office of Assistant Manager for Security and Emergency Management

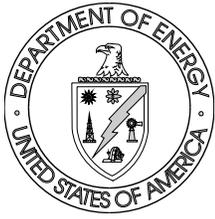
Average Training Hours per Employee by AMSEM Organization: FY 2007

The following organizations are represented in the figure below:

- Office of Assistant Manager for Security and Emergency Management (AMSEM)
- Access Authorization Branch (AAB)
- Emergency Management Team (EMT)
- Materials Control and Accountability and Information Security Team (MCA&IST)
- Security Oversight and Support Branch (SOSB)

Figure 11.c Average Training Hours per Employee by AMSEM Organization



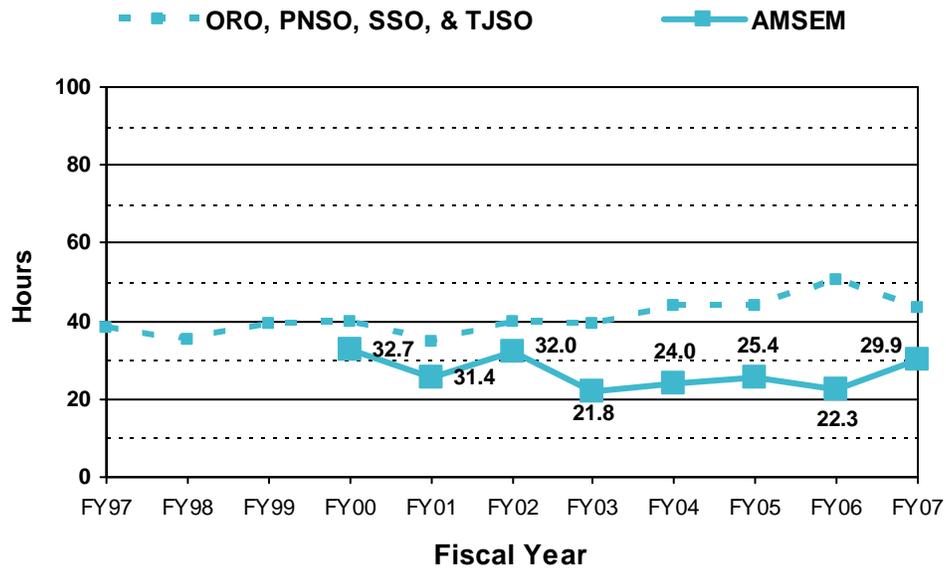


Section 11
**Training Report for the Office of Assistant Manager for Security and
Emergency Management**

**Average Training Hours
per AMSEM Employee:
Trending**

Figure 11.d depicts the average annual training hours per AMSEM employee as compared to the combined ORO, PNSO, SSO, and TJSO annual average. All information available from the CHRIS database is shown, beginning with FY 1997.

*Figure 11.d Average Annual Hours of Training per Employee**



* FY 2004 and prior year data are shown for Office of Safeguards and Security, the predecessor of AMSEM



Section 11
***Training Report for the Office of Assistant Manager for Security and
 Emergency Management***

**Continuing and
 Advanced Education**

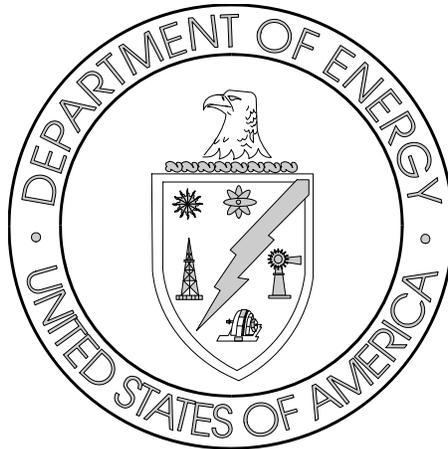
Continuing and advanced educational attendance is strongly encouraged and supported by DOE and ORO management. HCAG maintains a tracking database through CHRIS for attendance at courses provided by institutions of higher learning.

Table 11.b AMSEM Employees Enrolled in Educational Institutions
 (College [two and four years], university, and technical training school)

	FY 2006	FY 2007
Total number of employees enrolled	0	0
Total number of courses attended	0	0
Total cost of education	0	0
Average cost per employee attending	0	0

Section 12

Training Report for the Office of Chief Counsel (OCC)





Section 12

Training Report for the Office of Chief Counsel

OCC Employee Training by Job Function: FY 2007

ORO has categorized Federal employees into the following seven job functions:

- Supervisor
- Technician
- Professional
- Clerical
- Facility Representative
- Other
- Administrative

See Appendix B for a complete description of each of these job functions.

Figure 12.a Average Number of Training Hours by Job Function

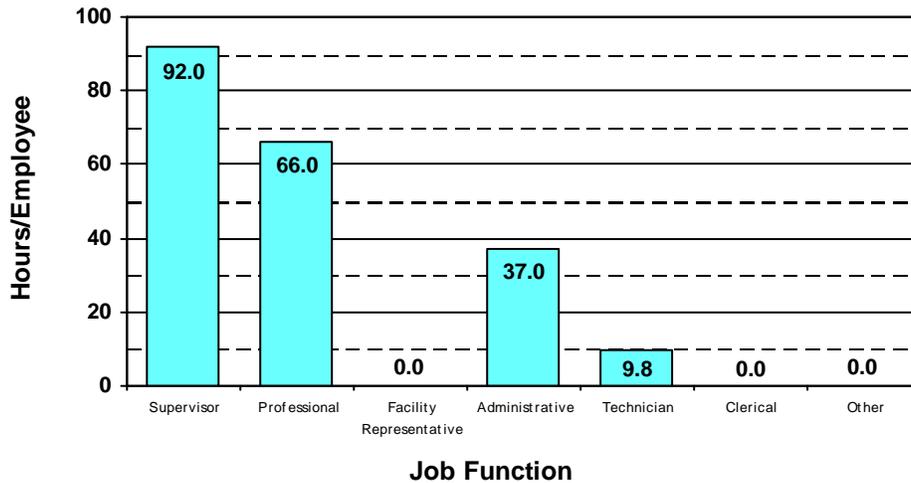


Table 12.a Total Number of OCC Employees and Total Number of Training Hours

Job Function	Number of Employees		Number of Training Hours	
	FY 2006	FY 2007	FY 2006	FY 2007
Supervisor	1	1	28	92
Professional	9	9	546	594
Facility Representative	0	0	0	0
Administrative	3	4	615	148
Technician	5	4	55	39
Clerical	0	0	0	0
Other	0	0	0	0
Totals	18	18	1,244	873
Average Hours/Employee			69.1	48.5



Section 12

Training Report for the Office of Chief Counsel

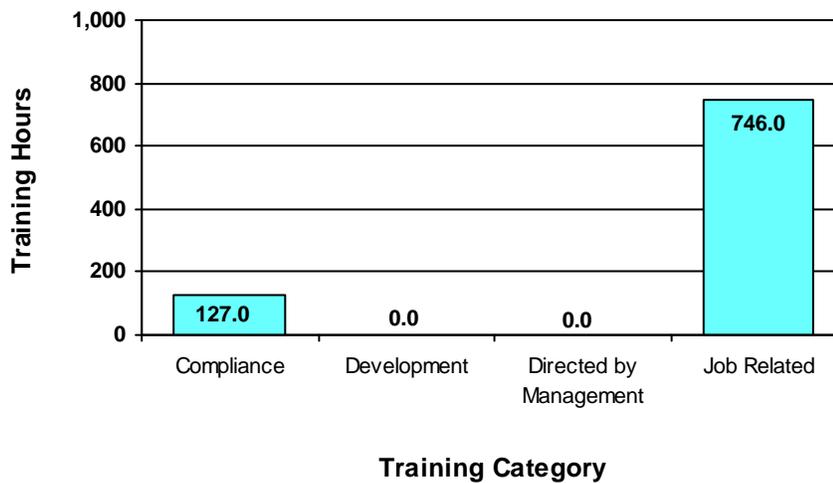
OCC Employee Training by Training Category: FY 2007

For management and reporting purposes, DOE has classified employee training into the following four major categories. See Appendix C for a complete description of each of these training categories.

- Compliance
- Development
- Directed by Management
- Job Related

The corresponding training hours for OCC are depicted in Figure 12.b.

Figure 12.b OCC Employee Training Hours by Training Category





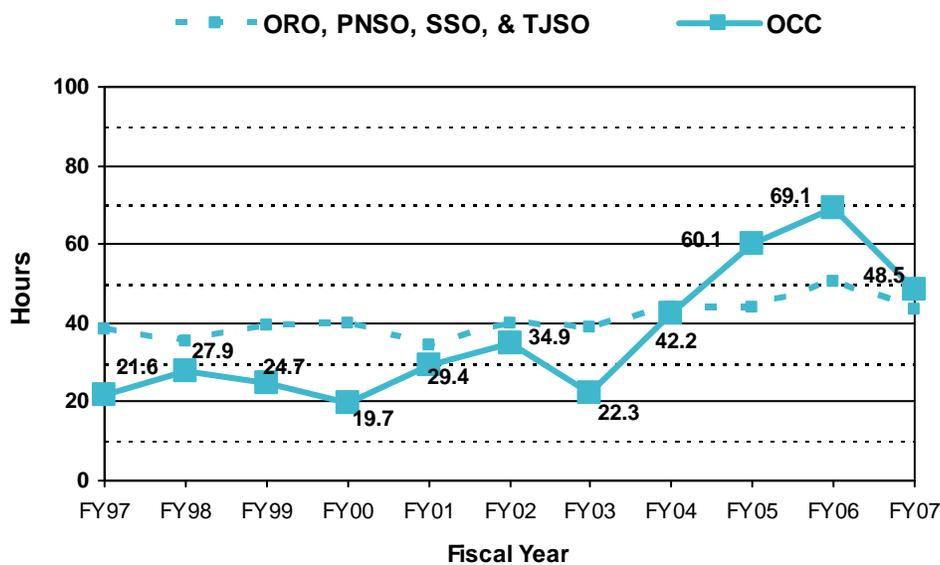
Section 12

Training Report for the Office of Chief Counsel

Average Training Hours per OCC Employee: Trending

Figure 12.c depicts the average annual training hours per OCC employee as compared to the combined ORO, PNSO, SSO, and TJSO annual average. All information available from the CHRIS database is shown, beginning with FY 1997.

Figure 12.c Average Annual Hours of Training per Employee





Section 12
Training Report for the Office of Chief Counsel

Continuing and Advanced Education

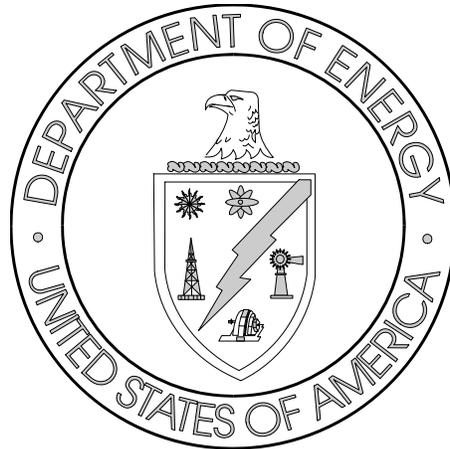
Continuing and advanced educational attendance is strongly encouraged and supported by DOE and ORO management. HCAG maintains a tracking database through CHRIS for attendance at courses provided by institutions of higher learning.

Table 12.b OCC Employees Enrolled in Educational Institutions
(College [two and four years], university, and technical training school)

	FY 2006	FY 2007
Total number of employees enrolled	1	1
Total number of courses attended	12	1
Total cost of education	\$5,160	\$490
Average cost per employee attending	\$5,160	\$490

Section 13

Training Report for the Office of Partnerships and Program Development (OP&PD)





Section 13
Training Report for the Office of
Partnerships and Program Development

OP&PD Employee
Training by Job
Function: FY 2007

ORO has categorized Federal employees into the following seven job functions:

- Supervisor
- Professional
- Facility Representative
- Administrative
- Technician
- Clerical
- Other

See Appendix B for a complete description of each of these job functions.

Figure 13.a Average Number of Training Hours by Job Function

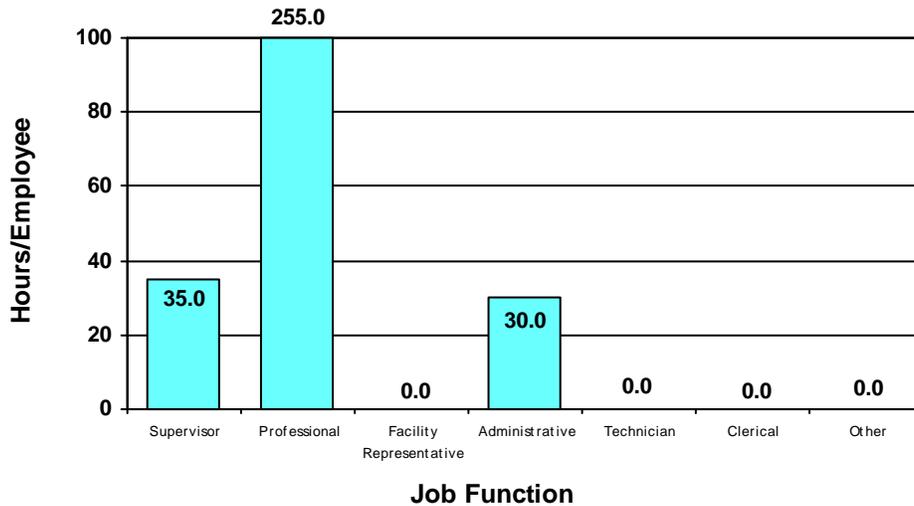


Table 13.a Total Number of OP&PD Employees and Total Number of Training Hours

Job Function	Number of Employees		Number of Training Hours	
	FY 2006	FY 2007	FY 2006	FY 2007
Supervisor	1	1	45	35
Professional	0	1	0	255
Facility Representative	0	0	0	0
Administrative	3	1	208	30
Technician	0	0	0	0
Clerical	0	0	0	0
Other	0	0	0	0
Totals	4	3	253	320
Average Hours/Employee			63.3	106.7



Section 13

Training Report for the Office of Partnerships and Program Development

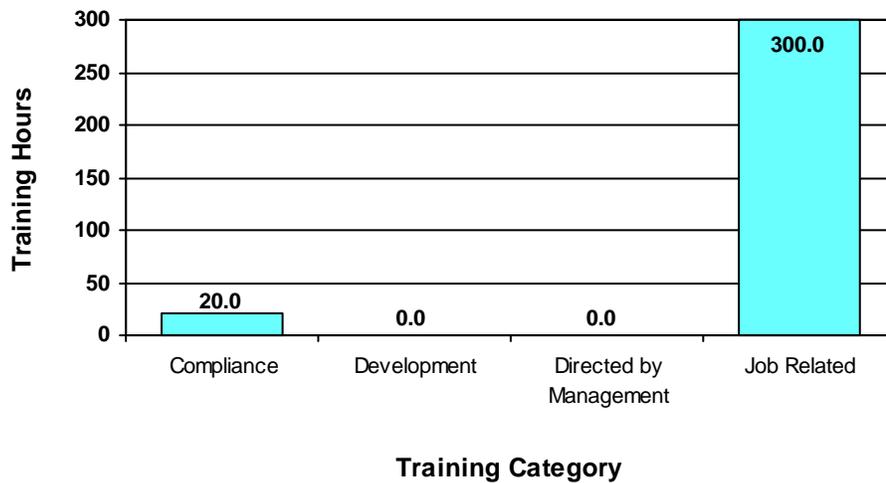
OP&PD Employee Training by Training Category: FY 2007

For management and reporting purposes, DOE has classified employee training into the following four major categories. See Appendix C for a complete description of each of these training categories.

- Compliance
- Development
- Directed by Management
- Job Related

The corresponding training hours for OP&PD are depicted in Figure 13.b.

Figure 13.b OP&PD Employee Training Hours by Training Category



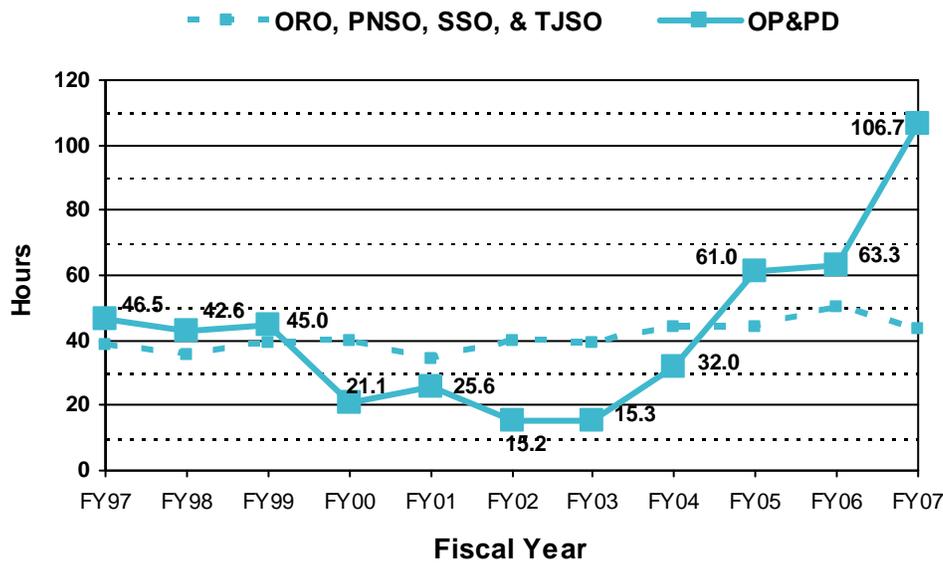


Section 13
Training Report for the Office of
Partnerships and Program Development

Average Training Hours per OP&PD Employee: Trending

Figure 13.c depicts the average annual training hours per OP&PD employee as compared to the combined ORO, PNSO, SSO, and TJSO annual average. All information available from the CHRIS database is shown, beginning with FY 1997.

*Figure 13.c Average Annual Hours of Training per Employee**



* Fiscal Year 1997 was the first full year of OP&PD's operation.



Section 13
***Training Report for the Office of
 Partnerships and Program Development***

**Continuing and
 Advanced Education**

Continuing and advanced educational attendance is strongly encouraged and supported by DOE and ORO management. HCAG maintains a tracking database through CHRIS for attendance at courses provided by institutions of higher learning.

Table 13.b OP&PD Employees Enrolled in Educational Institutions
 (College [two and four years], university, and technical training school)

	FY 2006	FY 2007
Total number of employees enrolled	0	0
Total number of courses attended	0	0
Total cost of education	0	0
Average cost per employee attending	0	0

Section 14

Training Report for the Public Affairs Office (PAO)





Section 14
Training Report for the Public Affairs Office

**PAO Employee Training
by Job Function:
FY 2007**

ORO has categorized Federal employees into the following seven job functions:

- Supervisor
- Professional
- Facility Representative
- Administrative
- Technician
- Clerical
- Other

See Appendix B for a complete description of each of these job functions.

Figure 14.a Average Number of Training Hours by Job Function

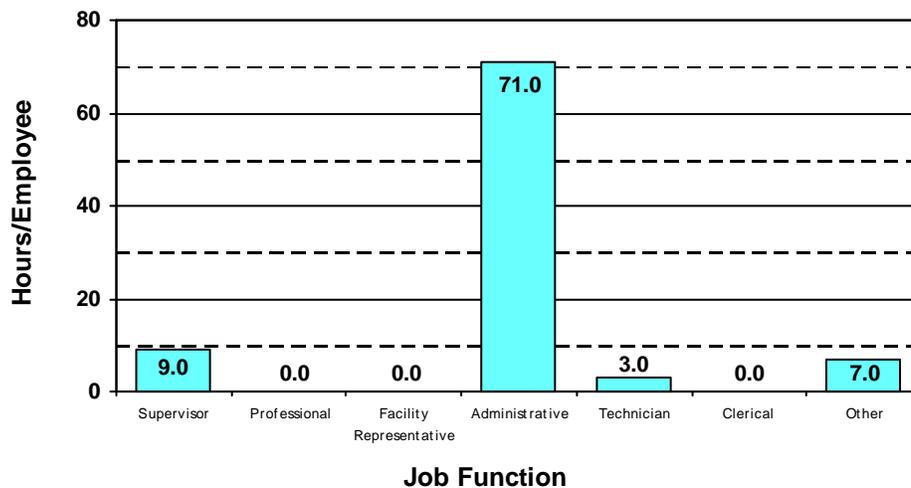


Table 14.a Total Number of PAO Employees and Total Number of Training Hours

Job Function	Number of Employees		Number of Training Hours	
	FY 2006	FY 2007	FY 2006	FY 2007
Supervisor	1	1	9	9
Professional	0	0	0	0
Facility Representative	0	0	0	0
Administrative	3	3	275	213
Technician	1	1	22	3
Clerical	0	0	0	0
Other	1	1	1	7
Totals	6	6	307	232
Average Hours/Employee			51.2	38.7



**PAO Employee Training
by Training Category:
FY 2007**

For management and reporting purposes, DOE has classified employee training into the following four major categories. See Appendix C for a complete description of each of these training categories.

- Compliance
- Development
- Directed by Management
- Job Related

The corresponding training hours for PAO are depicted in Figure 14.b.

Figure 14.b PAO Employee Training Hours by Training Category

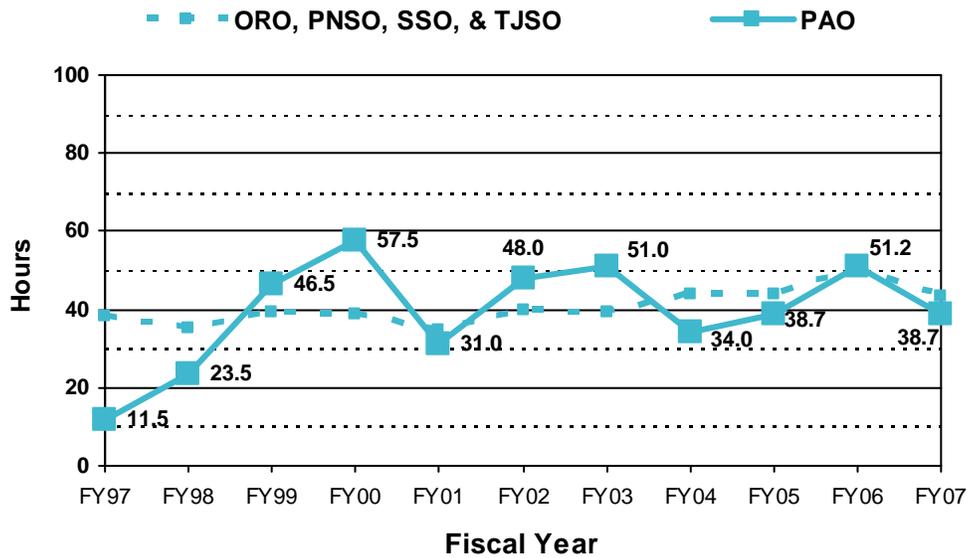




**Average Training Hours per PAO Employee:
Trending**

Figure 14.c depicts the average annual training hours per PAO employee as compared to the combined ORO, PNSO, SSO, and TJSO annual average. All information available from the CHRIS database is shown, beginning with FY 1997.

Figure 14.c Average Annual Hours of Training per Employee





Continuing and Advanced Education

Continuing and advanced educational attendance is strongly encouraged and supported by DOE and ORO management. HCAG maintains a tracking database through CHRIS for attendance at courses provided by institutions of higher learning.

Table 14.b PAO Employees Enrolled in Educational Institutions
(College [two and four years], university, and technical training school)

	FY 2006	FY 2007
Total number of employees enrolled	1	1
Total number of courses attended	1	4
Total cost of education	\$393	\$1,683
Average cost per employee attending	\$393	\$1,683

Section 15

Training Report for the Pacific Northwest Site Office (PNSO)





PNSO Employee Training by Job Function: FY 2007

ORO has categorized Federal employees into the following seven job functions:

- Supervisor
- Professional
- Facility Representative
- Administrative
- Technician
- Clerical
- Other

See Appendix B for a complete description of each of these job functions.

Figure 15.a Average Number of Training Hours by Job Function

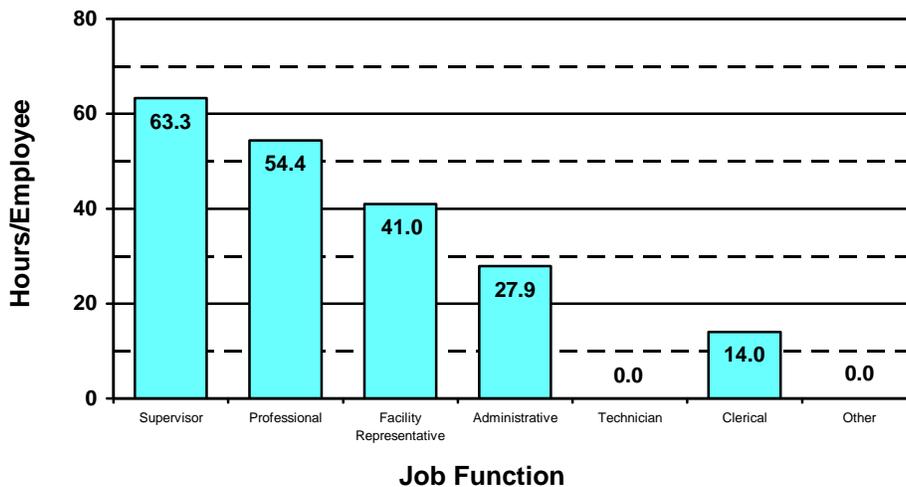


Table 15.a Total Number of PNSO Employees and Total Number of Training Hours

Job Function	Number of Employees		Number of Training Hours	
	FY 2006	FY 2007	FY 2006	FY 2007
Supervisor	4	4	85	253
Professional	16	16	254	871
Facility Representative	2	2	75	82
Administrative	11	12	92	335
Technician	0	0	0	0
Clerical	3	3	178	42
Other	0	0	0	0
Totals	36	37	684	1,583
Average Hours/Employee			19.0	42.8



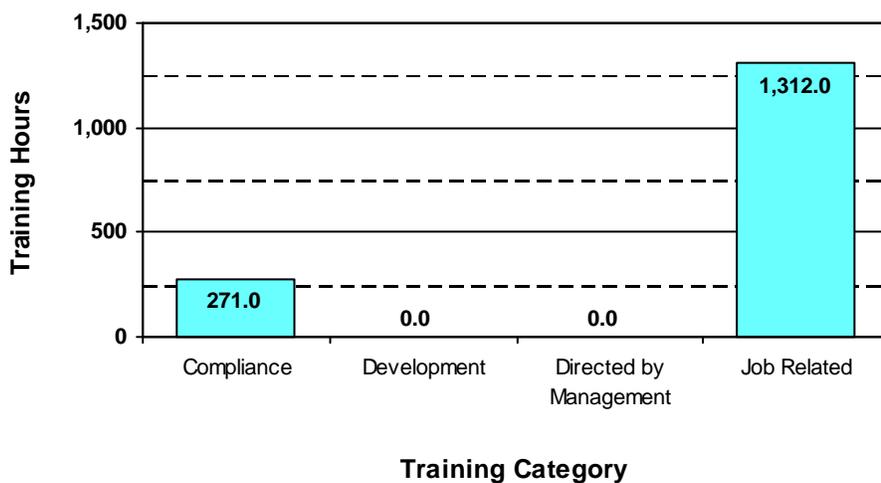
**PNSO Employee
Training by Training
Category: FY 2007**

For management and reporting purposes, DOE has classified employee training into the following four major categories. See Appendix C for a complete description of each of these training categories.

- Compliance
- Development
- Directed by Management
- Job Related

The corresponding training hours for PNSO are depicted in Figure 15.b.

Figure 15.b PNSO Employee Training Hours by Training Category





Section 15

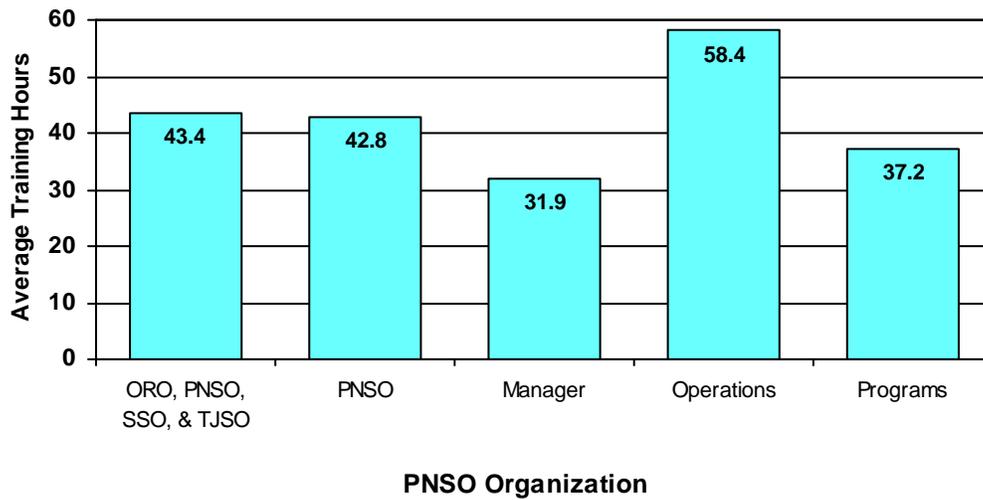
Training Report for the Pacific Northwest Site Office

Average Training Hours per Employee by PNSO Organization: FY 2007

The following organizations are represented in the figure below:

- Office of the Manager
- Programs Division
- Operations Division

Figure 15.c Average Training Hours per Employee by PNSO Organization

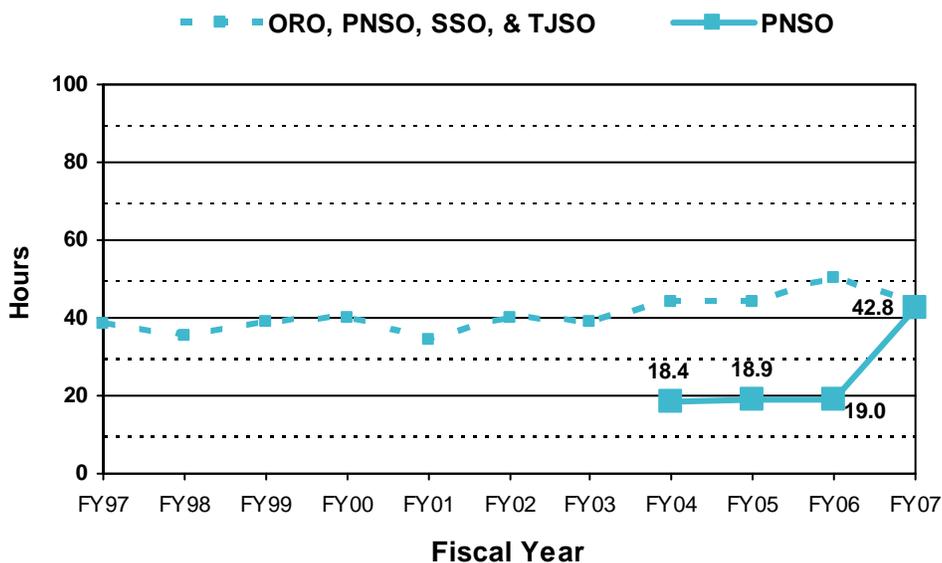




Average Training Hours per PNSO Employee: Trending

Figure 15.d depicts the average annual training hours per PNSO employee as compared to the combined ORO, PNSO, SSO, and TJSO annual average. All information available from the CHRIS database is shown, beginning with FY 1997.

*Figure 15.d Average Annual Hours of Training per Employee**



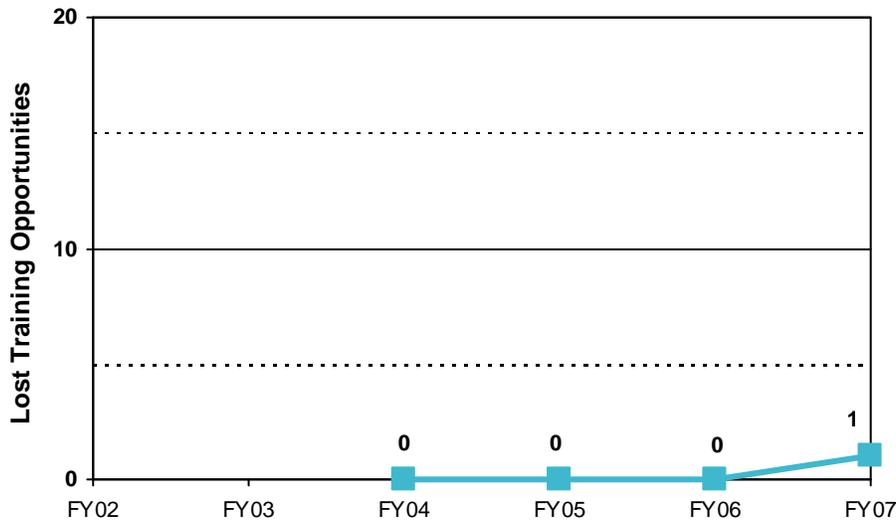
*Historical data not available for PNSO prior to FY 2004.



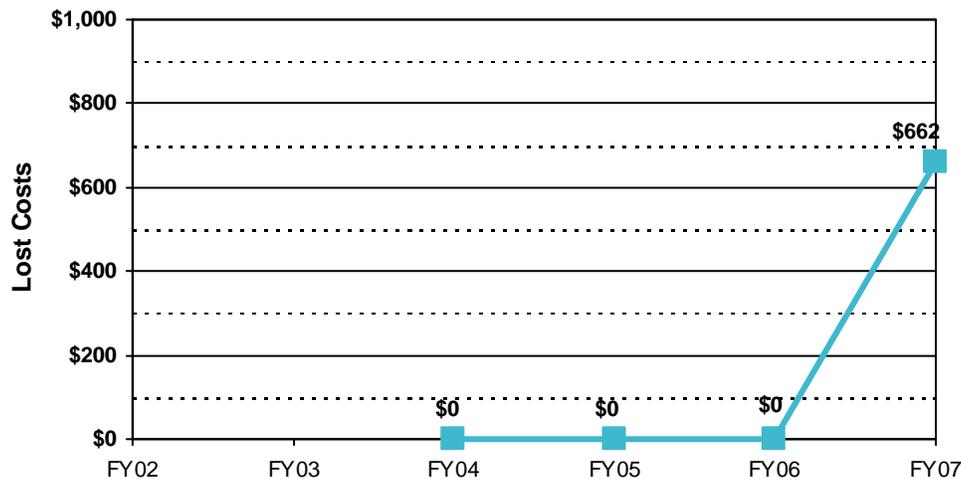
Lost Training Opportunities and Costs: FY 2007

ORO maintains a tracking system within CHRIS to report no-shows and late cancellations of courses where payment was required. “No-show” means that the employee signed up for the course but did not attend. “Late cancellation” is defined as cancellation outside the cancellation policy. When a registration or tuition fee is paid but the course is not attended by a PNSO employee, or the course is canceled too late to avoid paying the fee, there is no value received by the employee or the organization. This results in lost training opportunities and lost training costs, as shown below.

*Figure 15.e Lost Training Opportunities for PNSO**



*Figure 15.f Lost Training Costs for PNSO**



*Cost data prior to FY 2004 were not available.



Section 15

Training Report for the Pacific Northwest Site Office

Continuing and Advanced Education

Continuing and advanced educational attendance is strongly encouraged and supported by DOE and ORO management. HCAG maintains a tracking database through CHRIS for attendance at courses provided by institutions of higher learning.

Table 15.b PNSO Employees Enrolled in Educational Institutions

(College [two and four years], university, and technical training school)

	FY 2006	FY 2007
Total number of employees enrolled	0	0
Total number of courses attended	0	0
Total cost of education	0	0
Average cost per employee attending	0	0

Section 16

Training Report for the Stanford Site Office (SSO)





Section 16
Training Report for the Stanford Site Office

**SSO Employee Training
by Job Function: FY
2007**

ORO has categorized Federal employees into the following seven job functions:

- Supervisor
- Professional
- Facility Representative
- Administrative
- Technician
- Clerical
- Other

See Appendix B for a complete description of each of these job functions.

Figure 16.a Average Number of Training Hours by Job Function*

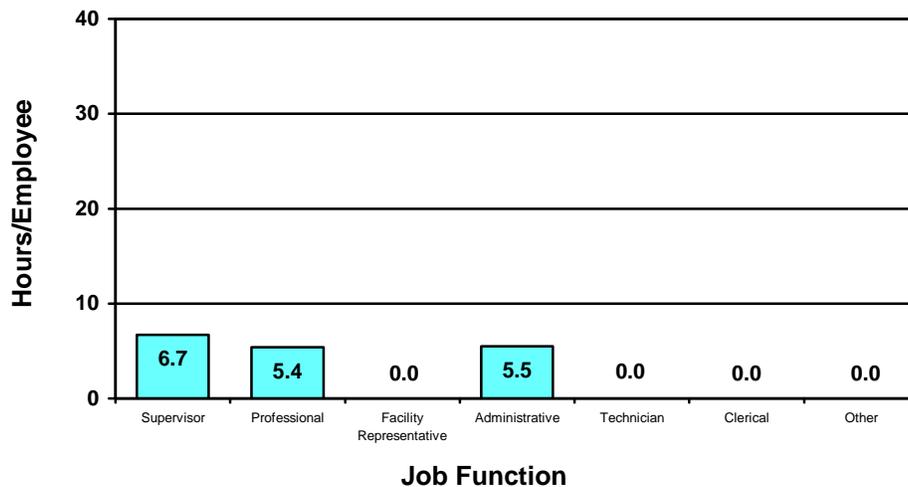


Table 16.a Total Number of SSO Employees and Total Number of Training Hours*

Job Function	Number of Employees		Number of Training Hours	
	FY 2006	FY 2007	FY 2006	FY 2007
Supervisor	-	3	-	20
Professional	-	9	-	49
Facility Representative	-	0	-	0
Administrative	-	2	-	11
Technician	-	0	-	0
Clerical	-	0	-	0
Other	-	0	-	0
Totals	-	14	-	80
Average Hours/Employee			-	5.7

* Data prior to FY 2007 were not available.



Section 16

Training Report for the Stanford Site Office

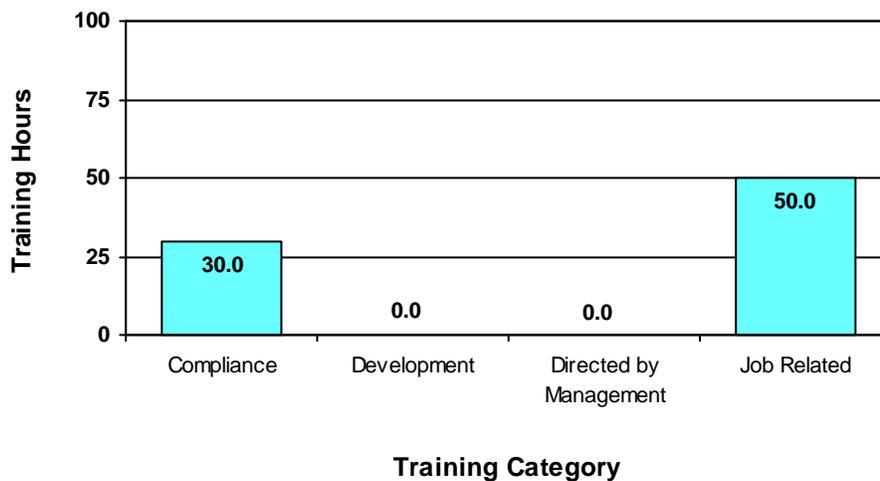
SSO Employee Training by Training Category: FY 2007

For management and reporting purposes, DOE has classified employee training into the following four major categories. See Appendix C for a complete description of each of these training categories.

- Compliance
- Development
- Directed by Management
- Job Related

The corresponding training hours for PNSO are depicted in Figure 16.b.

Figure 16.b SSO Employee Training Hours by Training Category



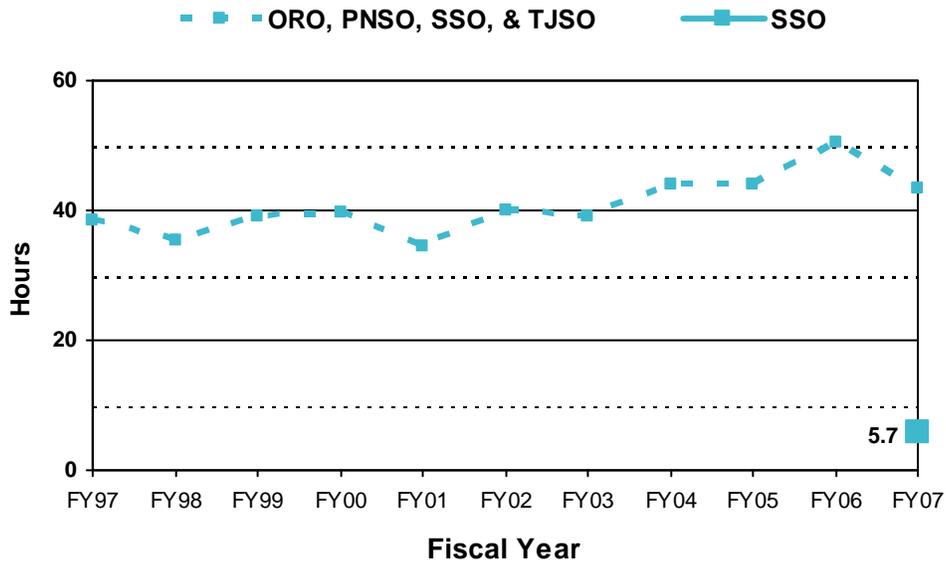


Section 16
Training Report for the Stanford Site Office

Average Training Hours per SSO Employee: Trending

Figure 16.c depicts the average annual training hours per SSO employee as compared to the combined ORO, PNSO, SSO, and TJSO annual average. All information available from the CHRIS database is shown, beginning with FY 1997.

*Figure 16.c Average Annual Hours of Training per Employee**



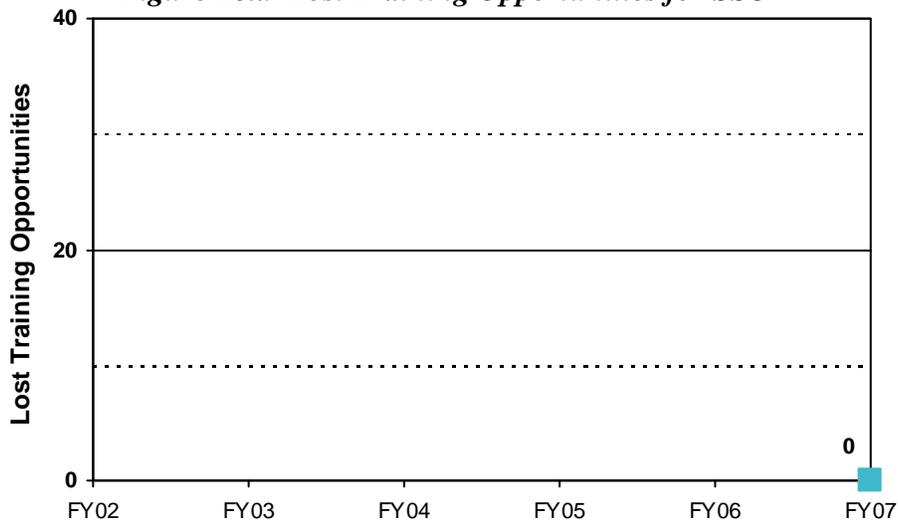
*Historical data prior to FY 2007 were not available for SSO.



Lost Training Opportunities and Costs: FY 2007

ORO maintains a tracking system within CHRIS to report no-shows and late cancellations of courses where payment was required. "No-show" means that the employee signed up for the course but did not attend. "Late cancellation" is defined as cancellation outside the cancellation policy. When a registration or tuition fee is paid but the course is not attended by an SSO employee or the course is canceled too late to avoid paying the fee, there is no value received by the employee or the organization. This results in lost training opportunities and lost training costs, as shown below.

*Figure 16.d Lost Training Opportunities for SSO**



*Figure 16.e Lost Training Costs for SSO**



*Data prior to FY 2007 were not available.



Section 16
Training Report for the Stanford Site Office

Continuing and Advanced Education

Continuing and advanced educational attendance is strongly encouraged and supported by DOE and ORO management. HCAG maintains a tracking database through CHRIS for attendance at courses provided by institutions of higher learning.

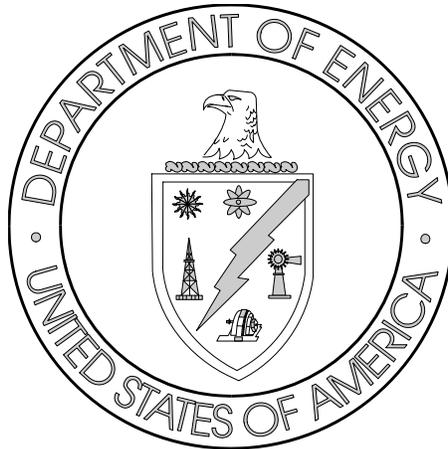
Table 16.b SSO Employees Enrolled in Educational Institutions
(College [two and four years], university, and technical training school)

	FY 2006*	FY 2007
Total number of employees enrolled	0	0
Total number of courses attended	0	0
Total cost of education	0	0
Average cost per employee attending	0	0

* Data prior to FY 2007 were not available.

Section 17

Training Report for the Thomas Jefferson Site Office (TJSO)





**TJSO Employee
Training by Job
Function: FY 2007**

ORO has categorized Federal employees into the following seven job functions:

- Supervisor
- Professional
- Facility Representative
- Administrative
- Technician
- Clerical
- Other

See Appendix B for a complete description of each of these job functions.

Figure 17.a Average Number of Training Hours by Job Function

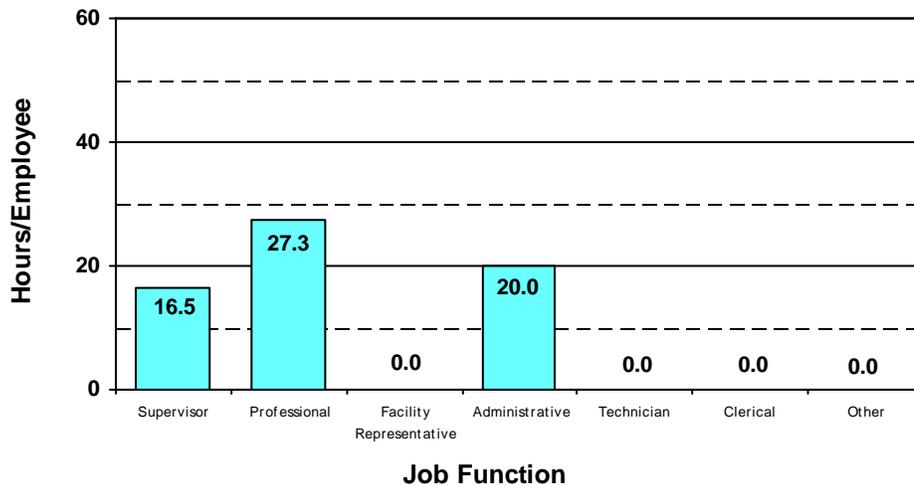


Table 17.a Total Number of TJSO Employees and Total Number of Training Hours

Job Function	Number of Employees		Number of Training Hours	
	FY 2006	FY 2007	FY 2006	FY 2007
Supervisor	2	2	53	33
Professional	3	3	304	82
Facility Representative	0	0	0	0
Administrative	6	7	216	140
Technician	0	0	0	0
Clerical	0	0	0	0
Other	0	0	0	0
Totals	11	12	573	255
Average Hours/Employee			52.1	21.3



Section 17

Training Report for the Thomas Jefferson Site Office

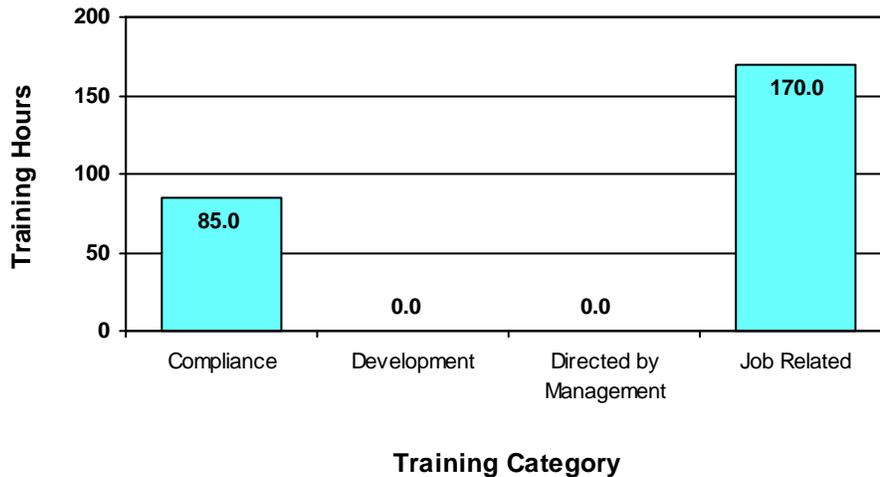
TJSO Employee Training by Training Category: FY 2007

For management and reporting purposes, DOE has classified employee training into the following four major categories. See Appendix C for a complete description of each of these training categories.

- Compliance
- Development
- Directed by Management
- Job Related

The corresponding training hours for TJSO are depicted in Figure 17.b.

Figure 17.b TJSO Employee Training Hours by Training Category



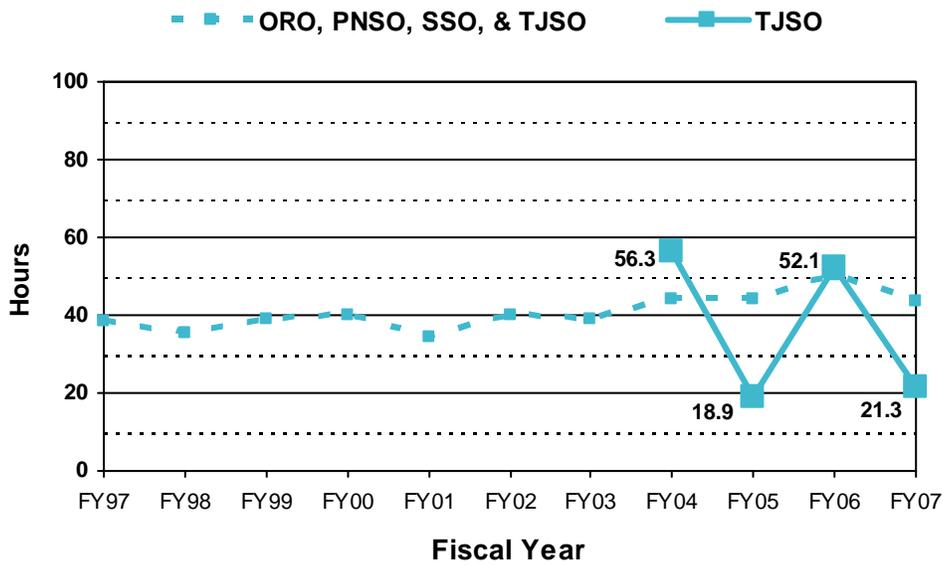


Section 17
Training Report for the Thomas Jefferson Site Office

Average Training Hours per TJSO Employee: Trending

Figure 17.c depicts the average annual training hours per TJSO employee as compared to the combined ORO, PNSO, SSO, and TJSO annual average. All information available from the CHRIS database is shown, beginning with FY 1997.

*Figure 17.c Average Annual Hours of Training per Employee**



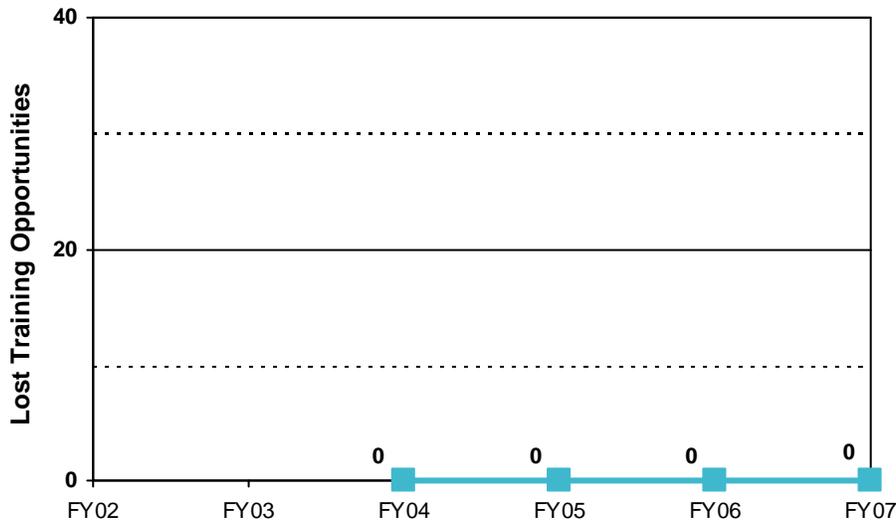
*Historical data prior to FY 2004 were not available for TJSO.



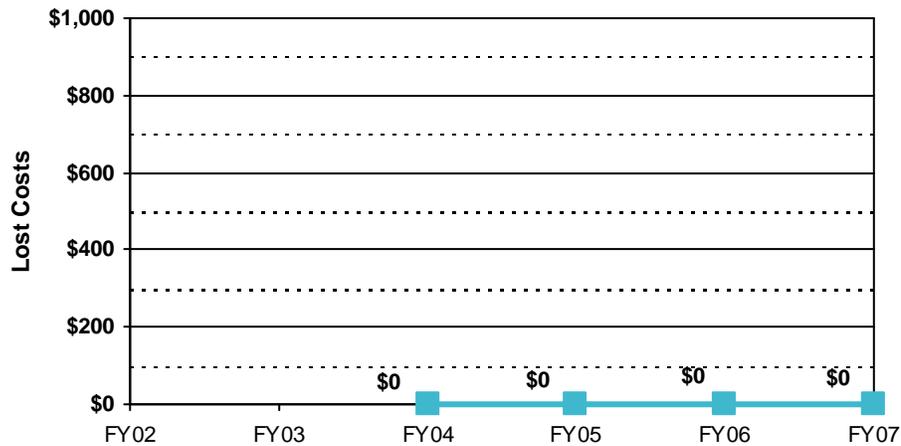
Lost Training Opportunities and Costs: FY 2007

ORO maintains a tracking system within CHRIS to report no-shows and late cancellations of courses where payment was required. “No-show” means that the employee signed up for the course but did not attend. “Late cancellation” is defined as cancellation outside the cancellation policy. When a registration or tuition fee is paid but the course is not attended by a TJSO employee, or the course is canceled too late to avoid paying the fee, there is no value received by the employee or the organization. This results in lost training opportunities and lost training costs, as shown below.

*Figure 17.d Lost Training Opportunities for TJSO**



*Figure 17.e Lost Training Costs for TJSO**



*Data prior to FY 2004 were not available.



Section 17

Training Report for the Thomas Jefferson Site Office

Continuing and Advanced Education

Continuing and advanced educational attendance is strongly encouraged and supported by DOE and ORO management. HCAG maintains a tracking database through CHRIS for attendance at courses provided by institutions of higher learning.

Table 17.b TJSO Employees Enrolled in Educational Institutions

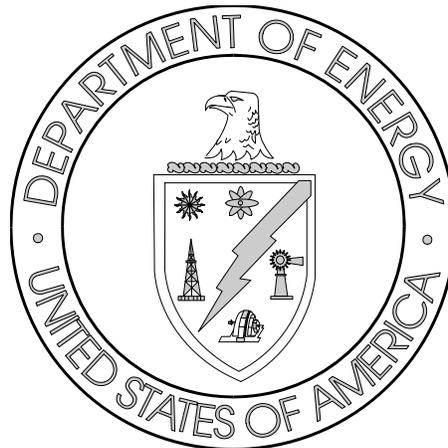
(College [two and four years], university, and technical training school)

	FY 2006	FY 2007
Total number of employees enrolled	0	1
Total number of courses attended	0	1
Total cost of education	0	\$475
Average cost per employee attending	0	\$475



Appendix A

List of Acronyms





Appendix A

List of Acronyms

AAB	Access Authorization Branch
AMA	Office of Assistant Manager for Administration
AMEM	Office of Assistant Manager for Environmental Management
AMESH	Office of Assistant Manager for Environment, Safety, and Health
AMFM	Office of Assistant Manager for Financial Management
AMNFS	Office of Assistant Manager for Nuclear Fuel Supply
AMS	Office of Assistant Manager for Science
AMSEM	Office of Assistant Manager for Security and Emergency Management
BMD	Business Management Division
BRCP	Balance of Reservation Closure Project
BSO	Berkeley Site Office
CH	Chicago Office
CHRIS	Corporate Human Resources Information System
DOE	Department of Energy
ECP	ETTP Closure Project
EMT	Emergency Management Team
EQMD	Environmental and Quality Management Division
ESS	Employee Self Service
FEAD	Financial Evaluation and Accountability Division
FTCP	Federal Technical Capability Program
FY	Fiscal Year



Appendix A

List of Acronyms

GET	General Employee Training
HCAG	Human Capital Assessment Group
HRD	Human Resources Division
IRMD	Information Resources Management Division
ISC	Integrated Support Center
MCA&IST	Materials Control and Accountability and Information Security Team
MSRE	Molten Salt Reactor Experiment
MVCP	Melton Valley Closure Project
NFMT	Nuclear Fuels Management Team
NNSA	National Nuclear Security Administration
OCC	Office of Chief Counsel
OFS	Office/Facility-Specific
OLC	Online Learning Center
OP&PD	Office of Partnerships and Program Development
ORFSC	Oak Ridge Financial Service Center
ORNL	Oak Ridge National Laboratory
ORO	Oak Ridge Office
P&BD	Planning and Budget Division
P&CD	Procurement and Contracts Division
PAO	Public Affairs Office
PMCDP	Project Management Career Development Program



Appendix A

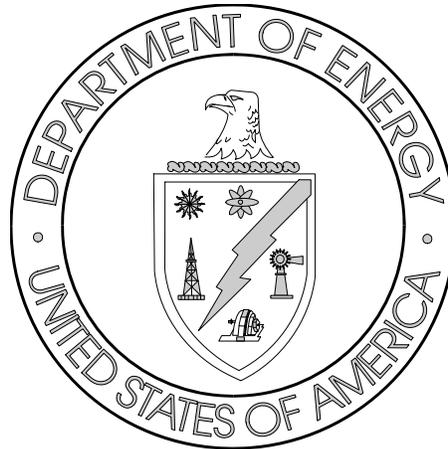
List of Acronyms

PNSO	Pacific Northwest Site Office
PPD	Programs and Projects Division
RMT	Regulatory Management Team
RTAT	Reindustrialization and Technical Assistance Team
SC	DOE Office of Science
SCMS	Office of Science Management System
SHD	Safety and Health Division
SOSB	Security Oversight and Support Branch
SSO	Stanford Site Office
STSM	Senior Technical Safety Manager
TIM	Training Implementation Matrix
TJSO	Thomas Jefferson Site Office
TQP	Technical Qualification Program
TS&AD	Technical Support and Assessment Division



Appendix B

Job Functions





Appendix B *Job Functions*

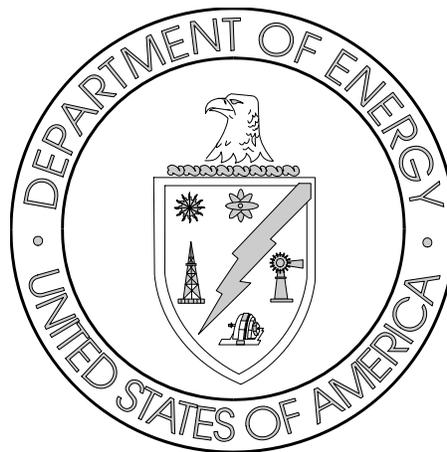
The Oak Ridge Office has categorized Federal employees into seven job functions, as defined below.

Job Function	Definition
Supervisor	Occupations that involve planning, directing, controlling, and evaluating work and workers.
Professional	Occupations that require (1) a bachelor's or higher degree or (2) knowledge in a field characteristically acquired through education equivalent to a bachelor's or higher degree with major study in, or pertinent to, a specialized field.
Facility Representative	Occupations that provide day-to-day technical evaluation and monitoring of all aspects of operations and support systems within an assigned facility. Ensures that all activities conducted by the contractor are carried out to ensure the safety and protection of the worker, public, and environment in accordance with applicable regulations, policies, and procedures.
Administrative	Occupations that do not require specialized educational majors but involve the type of skills (analytical, research, writing, judgment) typically gained through a college-level general education or through progressively responsible experience.
Technician	Occupations that involve work typically associated with and supportive of a professional or administrative field that is nonroutine in nature.
Clerical	Occupations that involve structured work in support of office, business, or fiscal operations.
Other	Occupations that cannot be related to the above groups.



Appendix C

Training Categories





Appendix C

Training Categories

For management and reporting purposes, the Oak Ridge Office has classified employee training into the following four major categories.

Training Category	Definition
Compliance	Training that is required by applicable DOE directive, Federal, or state statutes and regulations, and/or DOE contractual requirements.
Development	Training that focuses on retirement planning.
Directed by Management	Training, other than compliance training, that is deemed to be required by management.
Job Related	Training that builds new or enhances current proficiencies.