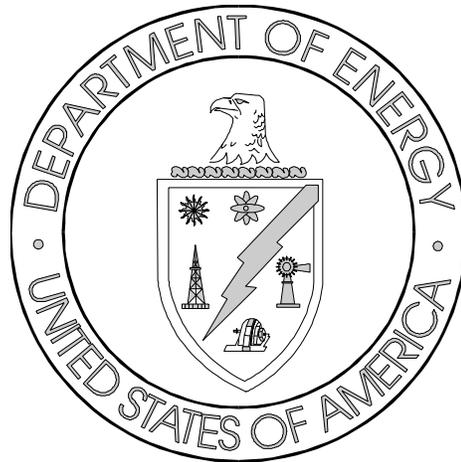


Annual Training Plan Fiscal Year 2001



**Oak Ridge Operations Office
Training and Development Group**

Oak Ridge Operations FY 2001 Training Plan

MISSION STATEMENT

The ORO Training and Development Group:

1. Develops and manages a central program for training, education, and employee development to ensure that ORO personnel are technically competent and proficient in the execution of assigned duties.
2. Provides assistance to the site offices in the oversight and evaluation of contractor training programs to ensure that programs satisfy regulatory requirements.

I. INTRODUCTION

A. TDG functions

The Training and Development Group (TDG) manages training, development, and education programs for the Oak Ridge Operations Office (ORO). TDG is a centralized training function that aligns under the Assistant Manager for Administration (AMA), Human Resources Division (HRD). TDG staff and ORO management operate as partners by integrating the responsibilities for key training functions.

B. Scope of TDG Services

- Training needs assessment and consultations
- Individual Development Plan (IDP) facilitation
- Training development and implementation
- Training evaluation
- Qualification activities
- Succession planning
- Oversight of contractor training activities
- Vendor training logistics
- Education and specialty program management
- Training Center management
- Training records management
- Reporting activities
- Training budget management and cost avoidance activities
- Training and administrative assistance to organizational working groups
- Facilitation services
- Organizational development activities

Oak Ridge Operations FY 2001 Training Plan

C. TDG Customers

The Training and Development Group supports the entire Oak Ridge Operations Office complex. ORO employs approximately 600 Federal staff. The complex includes:

- The Oak Ridge Operations Office, Federal Building, Oak Ridge, TN
- Oak Ridge National Laboratory
- Oak Ridge Y-12 Plant
- East Tennessee Technology Park
- Thomas Jefferson National Accelerator Facility, a nuclear physics research center located in Newport News, Virginia
- The Portsmouth Gaseous Diffusion Plant, located in Piketon, Ohio
- The Paducah Gaseous Diffusion Plant located near Paducah, Kentucky
- Weldon Spring Site Remedial Action Project, located near St. Louis, Missouri.

D. Diversity of Work Represented by TDG Customers

The organizations serviced by TDG are highly diversified and in most cases technical in nature. The diversity of work represented by TDG customer organizations encompasses all ORO business lines:

DIVERSITY OF WORK PERFORMED BY TDG CUSTOMERS	
ORO BUSINESS LINE	DESCRIPTION
Environmental Management	<ul style="list-style-type: none"> • Environmental remediation • Waste management • Technology development • Reindustrialization
National Security	<ul style="list-style-type: none"> • Stockpile stewardship and management: Stockpile Life Extension Program, weapons dismantlement, quality evaluation, and materials safeguards • Weapons Nonproliferation
Science and Technology	<ul style="list-style-type: none"> • Basic research: neutron science and material science • Applied research: environmental science and computational science • Scientific and technical education
Energy Resources	<ul style="list-style-type: none"> • Energy efficiency • Nuclear energy and alternate/renewable energy
Work for Others	<ul style="list-style-type: none"> • Other Federal agencies • Private sector • State and local governments • Universities

Oak Ridge Operations FY 2001 Training Plan

II. MAJOR TRAINING DELIVERY PROGRAMS, PROJECTS, AND OTHER SIGNIFICANT ACTIVITIES

TDG responsibilities include, but are not limited to these activities:

- Implement DOE policies.
- Develop and implement procedures and management systems for training, education, and employee development.
- Retrain Federal workers who are assigned new duties during departmental reorganizations.
- Design, develop, implement, and evaluate training courses to meet the regulatory, qualification, and developmental needs of ORO personnel.
- Provide technical and administrative assistance to the ORO implementation of the DOE Federal Technical Capability Program (FTCP).
- Administer the ORO implementation of the DOE Technical Qualification Program:
 - Develop implementing guidelines
 - Support line management by developing office/facility-specific qualification standards
 - Monitor completion status
 - Maintain qualification records
- Support the continued technical growth of current ORO employees and the technical qualification of new employees as a part of the DOE technical excellence initiatives.
- Supply training and development expertise to ORO organizations.
- Develop and manage plans and budgets for training, education, and employee development activities.
- In support of and at the direction of line management, evaluate contractor compliance with training-related DOE Order requirements.
- Review, evaluate, coordinate, implement, and report on corrective actions for Defense Nuclear Facilities Safety Board (DNFSB) training-related recommendations.
- Administer the Facilitator Program.
- Prepare written reports and special studies regarding the technical and administrative aspects of training programs.

III. FEDERAL TRAINING STAFF

The TDG team consists of the following positions:

- 1 Team Leader
- 2 Training Specialists
- 2 Employee Development Specialists
- 1 Office Manager
- 2 Training Center Support staff (ORISE)

Oak Ridge Operations FY 2001 Training Plan

IV. CRITICAL ELEMENT NEEDS OR IMMEDIATE TRAINING NEEDS

These training needs, when met, will serve to improve organizational and workforce performance:

CRITICAL ELEMENT NEED	TRAINING
<p>Project Management. Skill enhancement for managers has been identified as a high priority need throughout DOE.</p>	<ul style="list-style-type: none"> • Managing Projects in Organizations • Performance Based Management Contracting • Management Development Seminar • Best Practices in DOE Project Management
<p>Safeguards and Security. Reinforcement and emphasis of safeguards and security operations.</p>	<ul style="list-style-type: none"> • Safeguards and Security
<p>Nuclear Criticality Safety. Identified as a critical hiring need in FY 1998, the knowledge base must be expanded within ORO to accommodate the return of Y-12 to full operational status and the startup of the Spallation Neutron Source project.</p>	<ul style="list-style-type: none"> • Nuclear Criticality
<p>Contracting. The change from management and operating contracts to integrated contracts requires training for effective contractual oversight.</p>	<ul style="list-style-type: none"> • Contracting Acquisition • Performance Based Contracting

V. ASSEMBLING GOALS INTO A WORK BREAKDOWN STRUCTURE (WBS)

A. TDG Goals

Most of the TDG goals remain stable year-to-year, however some may be added, changed, or deleted through the annual review process. TDG goals are annually reassessed based on known factors that will impact the TDG customer training needs. For example:

- ORO mission changes or change in mission emphasis
- Continuing and/or new ORO employee knowledge and skill requirements
- Impending mission changes for TDG customer organizations
- Training budget information
- Any other factors that are known to impact the services provided by the TDG in the coming fiscal year.

Oak Ridge Operations FY 2001 Training Plan

B. The Work Breakdown Structure (WBS) – Linking Goals to Activities

TDG assembles its goals into a Work Breakdown Structure (WBS). The WBS is a management tool that depicts the organization's scope of work and divides it into functional areas called elements. The WBS provides a framework for describing, planning, estimating, and later controlling TDG activities. The WBS for FY 2001 has four elements. They are:

- 1.0 DOE Training, Qualification, Education, and Employee Development Programs
- 2.0 Contractor Training and Qualification Program Technical Support
- 3.0 TDG Management and Administration
- 4.0 TDG Services and Outreach

Under each element are sub-elements that identify specific programs or activities that support the WBS element.

VI. DOCUMENTING TASK OBJECTIVES AND CORRESPONDING PERFORMANCE MEASURES

A. The Task Description Sheet (TDS)

Tasks are the tangible activities TDG performs within each WBS element. TDG identifies tasks through an analysis of IDP data, directive requirements, and customer requests. Each task is documented on a Task Description Sheet (TDS). The TDS identifies specific task information.

TDG cannot foresee all task activities. Shifts in emphasis and the need to address new training initiatives are expected features of the TDG work environment. In turn, the TDSs are updateable as new tasks or shifts in emphasis take place during the fiscal year.

Oak Ridge Operations FY 2001 Training Plan

B. Task Description Sheet (TDS) Data Elements

TDS data elements include:

TDS DATA ELEMENTS	
ELEMENT	DESCRIPTION
WBS Element	Unique tracking/documentation number for the TDS
Priority	Number indicates category; letter indicates priority of the TDS (see explanation of categories and commitments under "TDS Priorities," immediately following this table)
Date Prepared	Final preparation date of the TDS
Revision Number	Revision number
Title	Title of the TDS
Related Baldrige Criteria	The numbers used to link the task content to applicable Malcolm Baldrige National Quality Award measurements
Task Objective and Scope	Statement of what the task is intended to accomplish, as well as its scope
Due Dates, Milestones and Deliverables	Specific event (or product) that will occur (or be delivered)
Requirements, Constraints, and Assumptions	Factors that affect the planning process or may impact meeting milestones
Background and Other Information	Information appropriate for inclusion on the TDS but not addressed elsewhere

Oak Ridge Operations FY 2001 Training Plan

The TDS priorities are defined as follows:

TDS PRIORITIES	
CATEGORY	DESCRIPTION
1	Tasks necessary to initiate new programs mandated by statute, regulations, DOE Orders, or upper-management directives designed to provide training, education, and employee development to ensure that personnel are competent and proficient in the execution of their duties; tasks designed to monitor, evaluate, and direct the administration of contractor training programs to achieve compliance with DOE training policies and standards.
2	Tasks necessary to manage records, procedures, and processes important to a centralized program for the administration and control of training plans, budgets, and programs.
3	Tasks necessary to maintain, update, or improve existing programs mandated by statute, regulations, DOE Orders, or upper-management directives designed to provide training, education, and employee development to ensure that personnel are competent and proficient in the execution of their duties; tasks designed to monitor, evaluate, and direct the administration of contractor training programs to achieve compliance with DOE training policies and standards.
4	Tasks that are not required by statute, regulations, or orders but are consistent with best management practices. Category 4 tasks improve the effectiveness or efficiency of TDG in meeting its mission.

Oak Ridge Operations FY 2001 Training Plan

The TDS commitments are defined as follows:

TDS COMMITMENTS	
COMMITMENT	DESCRIPTION
A	Tasks that <i>must</i> be accomplished according to the milestone schedule indicated in the TDS. Milestone must be met on or before its due date; otherwise, the Group Leader, TDG, shall be immediately informed of the reason for missing the milestone and of the actions taken to restore the project to schedule or to minimize the adverse effects of missing the milestone.
B	Tasks that <i>should</i> be accomplished according to the milestone schedule indicated on the TDS. Milestones are subject to slippage based upon the availability of time and other resources, but such slippage is explained and justified in scheduled periodic meetings with the Group Leader, TDG.
C	Tasks that <i>may</i> be accomplished according to the milestone schedule indicated on the TDS. Milestones are reported in scheduled periodic meetings with the Group Leader, TDG, but slippage of milestones need not be explained.
D	Tasks <i>deferred</i> because of limitations of personnel or other resources. Tasks are included so that they are not thought to have been overlooked; changes in available resources could result in an increased commitment level to these tasks.

Oak Ridge Operations FY 2001 Training Plan

VII. MAJOR TRAINING DELIVERY PROGRAMS, PROJECTS, AND OTHER SIGNIFICANT ACTIVITIES

ACTIVITY	DESCRIPTION	DRIVER(S)	BALDRIGE CRITERIA
Operational Requirements	<ul style="list-style-type: none"> • Expand computer-based training operations. • Issue guidance for contractor Annual Training Plans and approve. Conduct quarterly assessments of contractor training and development programs and agreed upon performance measurements. 	<ul style="list-style-type: none"> • DOE O 360.1A 	1.1 Measurement of Organizational Performance 5.1 Work Systems 5.2 Employee Education, Training, and Development
Workforce Development Programs	<ul style="list-style-type: none"> • Continue implementation of the Leadership 21 Program. • Continue implementation of the Technical Leadership Development Program (TLDP). • Continue the implementation of the HRD Career Counseling Program. • ORO Fellowship Program 	<ul style="list-style-type: none"> • DOE O 360.1A • DOE P 426.1 	5.2 Employee Education Training, and Development
Corporate Human Resources Information System (CHRIS)	<ul style="list-style-type: none"> • Maintain the Corporate Human Resources Information System (CHRIS), implementation and on-going maintenance. 	<ul style="list-style-type: none"> • DOE O 360.1A 	5.1 Work Systems
Technical Qualification Program (TQP)	<ul style="list-style-type: none"> • Manage and administer the ORO Technical Qualification Program. • Track and report the progress and completion of all ORO candidates. • Assist line management in interpreting and implementing TQP requirements. 	<ul style="list-style-type: none"> • DOE O 360.1A • DOE-STD-1063-2000 	5.1 Work Systems 5.2 Employee Education, Training, and Development
Human Resource Management Accountability Program (HRMAP)	<ul style="list-style-type: none"> • Track and report core metrics 	<ul style="list-style-type: none"> • DOE O 360.1A 	4.1 Measurement of Organizational Performance
Professional Development and Personal Growth	<ul style="list-style-type: none"> • Facilitate the IDP process • Analyze course requests 	<ul style="list-style-type: none"> • DOE O 350.1 	5.2 Employee Education, Training, and Development 5.3 Employee Well-being and Satisfaction

Oak Ridge Operations FY 2001 Training Plan

VIII. REVIEW AND REVISION SCHEDULES

ITEM	MONTH COMPLETED
Individual Development Plans (IDPs) Note: TDG facilitates the IDP development process. Line supervisors and each ORO employee are responsible for writing and submitting the IDP.	January
Conduct of Needs Assessment	April
Annual Training Summary Report	October
Annual Training Plan	October
FTCP Assessment	June 2002 (biennial)
Human Resources Management and Accountability Program (HR MAP)	January
TQP Phase II Assessment	December

IX. MANDATORY TRAINING

A. Compliance Training

COMPLIANCE TRAINING	TIMELINE	WHO	DRIVER(S)
EEO/Diversity	Annual	All employees	DOE O 311.1A
Ethics	Biennial	Employees required to file SF-178, OGE Form 450 or who have micro-purchase authority	5 CFR 3301
General Employee Training (GET)	Annual	Employees requiring unescorted access to hazardous waste operations at treatment, storage, and disposal facilities	10 CFR 835 DOE O 440.1A
HAZWOPER	Biennial	Employees requiring access to radiological areas	29 CFR 1910.120
Rad Worker I	Biennial	Employees requiring secure site access	10 CFR 835
Rad Worker II	Biennial	Employees requiring secure site access	10 CFR 835
Safeguards and Security Refresher	Annual	Employees with a security clearance	DOE O 410.1

Oak Ridge Operations FY 2001 Training Plan

COMPLIANCE TRAINING	TIMELINE	WHO	DRIVER(S)
Acquisition Career Development Program: Level I Core Courses <ul style="list-style-type: none"> • Fund. of Procurement • Contract Pricing Level II Core Courses <ul style="list-style-type: none"> • Gov. Contract Law • Int. Contracting • Int. Contract Pricing Level III Core Course <ul style="list-style-type: none"> • Exec. Contracting Management for Contracting Supervisors 	Employee-specific: refer to DOE O 361.1 for information regarding timeline requirements.	Contracting & purchasing personnel	DOE O 361.1 FAR I.603-1 Office of Federal Procurement Policy 92-3 EO 12931
Prevention of Sexual Harassment	Biennial	All employees	DOE O 311.1A
Respirator Protection General and Fit Test	Annual	Employees required to wear a respirator	29 CFR 1910.134
Classified Matter Protection and Control	Biennial	Employees involved with classified information	DOE M 471.2-1B
Lockout/Tagout Systems	When there is a change in job location or machines	Employees in areas with energy control procedures	29 CFR 1910.147
Unreviewed Safety Questions	Biennial	Employees responsible for performing reviewing, approving USQs	DOE 5480.21
Emergency Response	Annual	First Responders	29 CFR 1910.120
Asbestos Exposure	Annual	Employees in areas with exposure to airborne concentrations of asbestos at or above the PEL and/or excursion limit	29 CFR 1910.1001
Hazard Communication	When a new hazard is introduced into the work area	Employees in areas with hazardous chemicals	29 CFR 1910.1200

Oak Ridge Operations FY 2001 Training Plan

B. Directed Training

DIRECTED TRAINING	SCOPE	DRIVER
Security Immersion Training	All employees located at the Y-12 facility	Required by Y-12 contractor
Project Management	Project Managers	DOE Initiative
Supervisory Development Training	Supervisors	DOE Initiative/DOE O 360.1A
Secretarial Training	Support staff	DOE Initiative

X. MANAGER, SUPERVISOR, AND TEAM LEADER TRAINING AND DEVELOPMENT

A. The ORO Leadership 21 Program

The ORO Leadership 21 Program forms the basis of a supervisor and manager training program. The goal is to develop internal leadership and managerial talent. The ORO Leadership 21 Program is expected to:

- Support the retention of corporate knowledge.
- Enhance the integration of organizational capabilities through cross training, rotational assignment, job shadowing and other job exposures in order to build a multidisciplinary workforce.
- Reduce the costs associated with:
 - Replacement of staff by maintaining a pool of qualified candidates.
 - Learning curve of new staff through a more orderly transition.
 - Impact of vacancies on organization by minimizing the time that a position is vacant.

B. ORO Commitment to Leadership 21

ORO has made a commitment to:

- Help employees develop to the full extent of their potential and help them achieve realistic career goals that satisfy both ORO and individual requirements.
- Provide highly qualified candidates.
- Fully recognize and use the talents and capabilities of a diverse workforce.
- Ensure equal employment opportunities for all employees regardless of race, creed, sex, religion, age, national origin, sexual orientation, or physical disability.

Oak Ridge Operations FY 2001 Training Plan

C. Leadership 21 Required Courses and Professional Development Activities

1. Required Courses

The following courses (or their equivalents) are required for program completion. The course hours are shown as a guideline if an equivalency is requested.

1. Human Resource Management Skills for Supervisors and Management - 24 hours
2. Integrated Safety Management - 2 hours of related training
3. Making Your Point: Achieving Clear Concise Presentations (for supervisors and team leaders) - 16 hours
4. Team Building - 8 hours of related training
5. Understanding Project Management: Breaking the Code - 24 hours
6. Coaching to Increase Productivity - 16 hours
7. Performance Excellence Criteria - 2 hours

2. Required Professional Development Activities

Candidates must also complete the professional development activities as follows:

- C Write a position description.
- C Prepare evaluation performance criteria and participate on an Environment, Safety, and Health; Integrated Safety Management; or Business Management Oversight Process evaluation team.
- C Prepare a work plan, write an assessment report, or lead a cross-organizational team.
- C Serve as acting supervisor.
- C Become qualified as adjunct instructor, and present a lesson plan
- C Perform one-on-one coaching.
- C Write a crediting plan.
- C Participate on a rating and ranking panel.
- C Serve as acting division director.
- C Interview a prospective job incumbent.
- C Brief DOE/HQ personnel or media.
- C Prepare and present a briefing to Senior Management.
- C Select and complete a special project that is related to managerial-supervisory activities at ORO.
- C Complete selected interdisciplinary competencies.

D. Leadership 21 Alignment with Directives

The ORO Leadership 21 Program is consistent with DOE O 360.1A, *Federal Employee Training*; DOE M 360.1A-1, *Federal Employee Training Manual*; and applicable Office of Personnel Management (OPM) and Department of Energy (DOE) Human Resources rules and regulations.

1.0 DOE Training, Qualification, Education, and Employee Development Programs

1.1 Technical Training and Qualification

- 1.1.1 Federal Technical Qualification Program
 - 1.1.1.1 Technical Qualification Program
 - 1.1.1.2 Facility Representative Training and Qualification Program Support
 - 1.1.1.3 Technical Leadership Development Program
 - 1.1.1.4 ORO Fellowship Program

1.2 ORO Federal Employee Training and Education Programs

- 1.2.1 Equal Employment Opportunity and Affirmative Action Training
- 1.2.2 Training Assessment and Analysis Administration
- 1.2.3 Leadership 21 Program

2.0 Contractor Training and Qualification Program Technical Support

2.2 Support to Line Organizations

- 2.2.1 Assessments, Reviews, and Appraisals
- 2.2.2 Emergency Management Working Group

2.3 Directives Management

- 2.3.1 Rules, ORO Orders, Standards, S/RIDs, and FRAMs

3.0 TDG Management and Administration

3.1 DOE-ORO Training Evaluation and Reporting

- 3.1.1 Training Course Evaluation and Management
 - 3.1.1.1 Course Evaluation Scanner/Database
- 3.1.2 Statistical Process Measures for TDG Processes and ORO Training
- 3.1.3 Training Course Procurement and Course Supplies and Materials
 - 3.1.3.1 Procurement File Maintenance

3.2 DOE-ORO Training Reporting

- 3.2.1 Training Reports and Data Analysis
- 3.2.2 Performance Indicators/Tracking Individual Training Transactions
- 3.2.3 Annual Training Plan

4.0 Services and Outreach**4.1 Division Services**

- 4.1.1 TDG Web Site
- 4.1.2 TDG Supplies and Materials
- 4.1.3 Automated Data Processing (ADP) Technical Monitor
- 4.1.4 Training Liaison Program
- 4.1.5 Training Center
 - 4.1.5.1 Training Records Maintenance (Hard Copy)

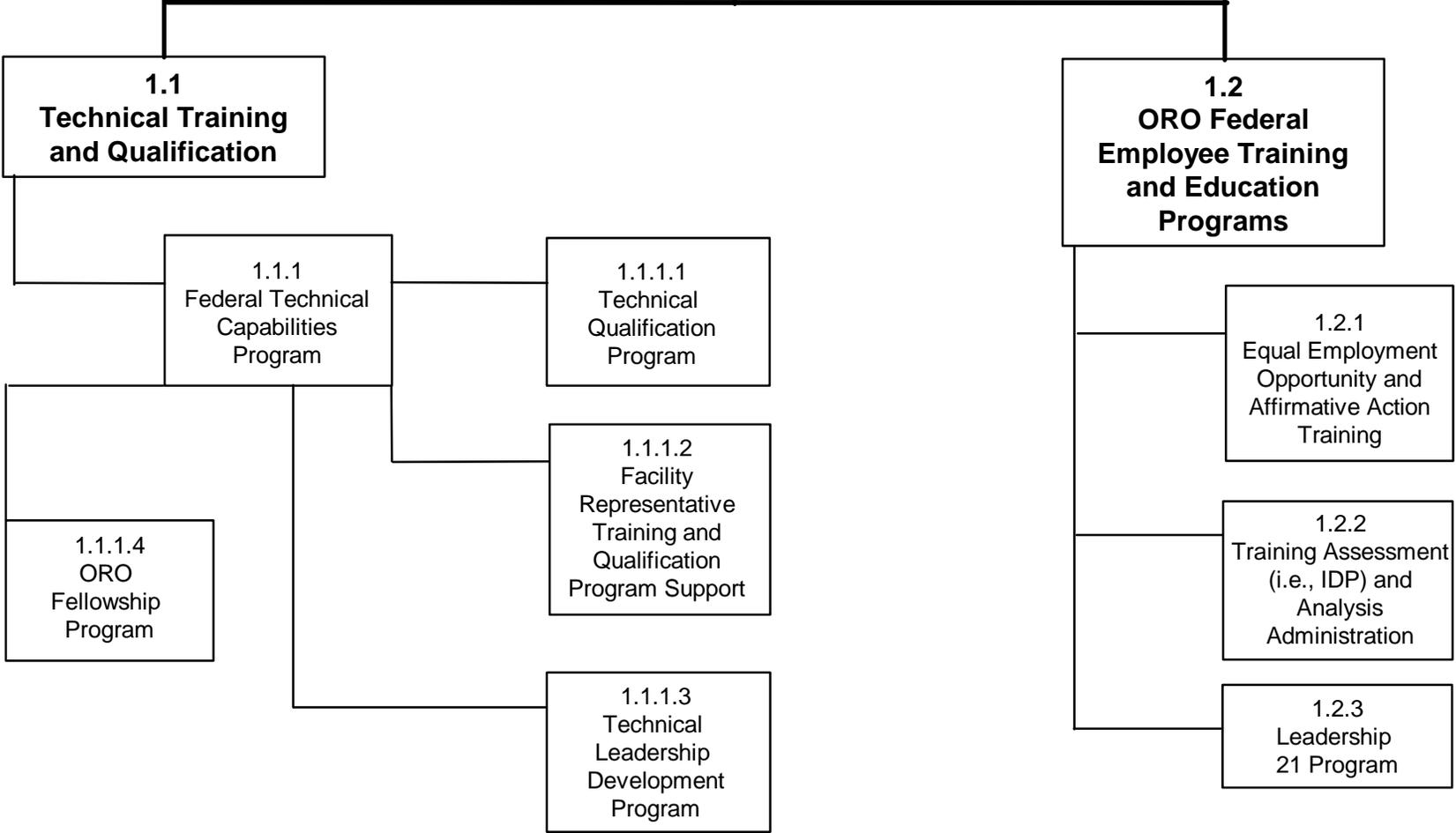
4.2 Facilitator Services

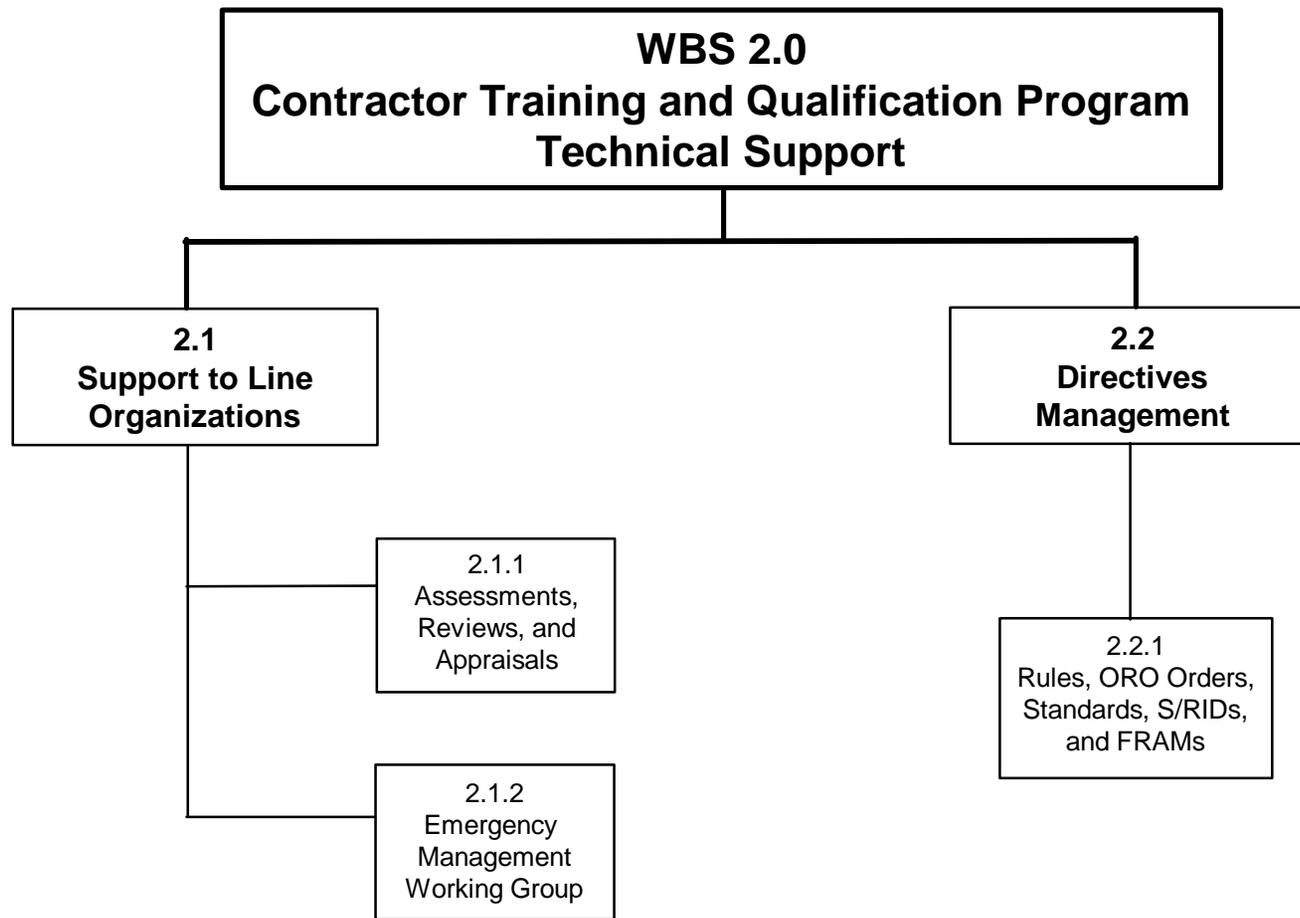
- 4.2.1 Facilitator Program Management/Administration and Services

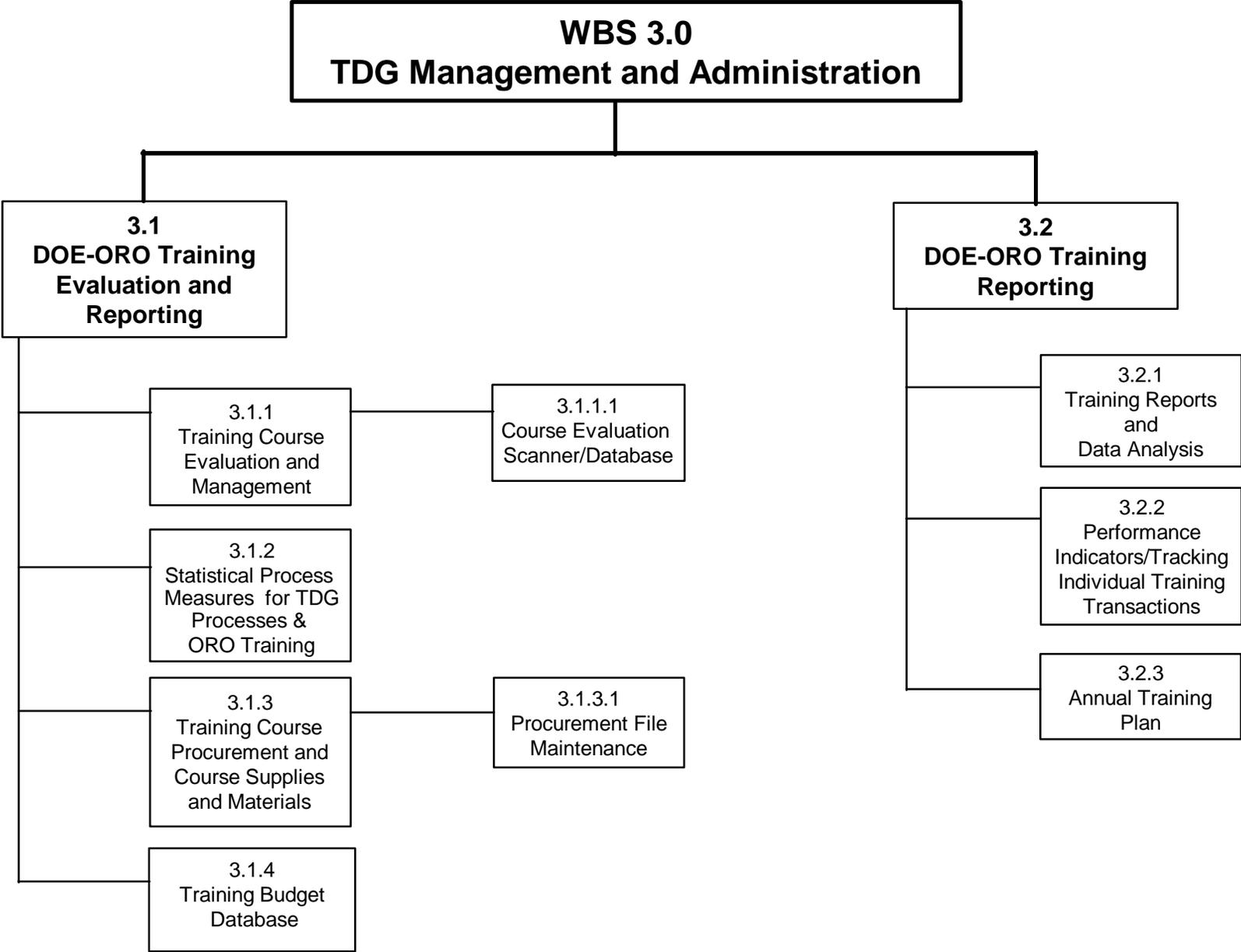
4.3 Intra-DOE Programs

- 4.3.1 Corporate Human Resource Information System (CHRIS)
- 4.3.2 Technology Supported Learning
- 4.3.3 DOE-HQ Program Coordination

**WBS 1.0
DOE Training, Qualification, Education, and
Employee Development Programs**







WBS 4.0
TDG Services and Outreach

