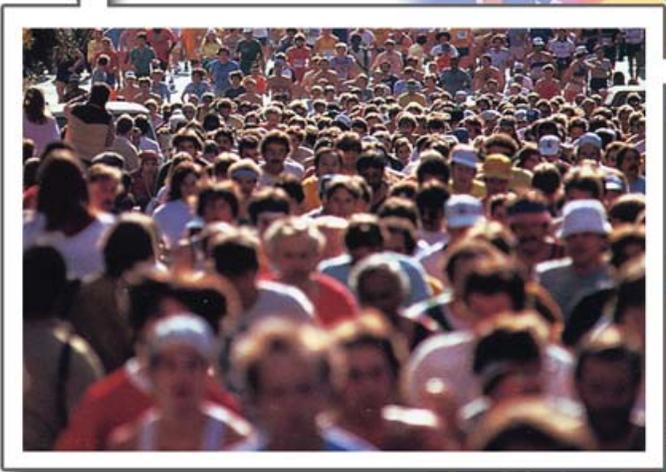
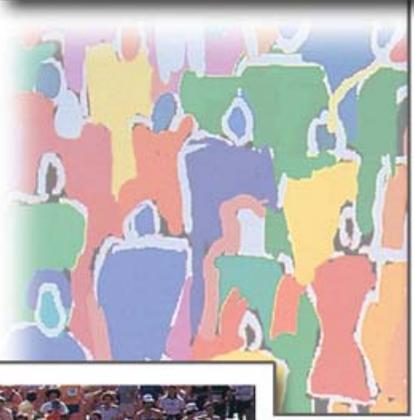




**ORO DIVERSITY
Leadership Strategy
2008 - 2010**



Diversity at Oak Ridge Operations



A Message from the Manager

The Department of Energy's mission is of critical importance to our Nation, and Oak Ridge Office occupies a place of strategic importance in ensuring that the Department continues to be an international leader in the field of energy and technology. We are responsible for implementing elements of every major Departmental mission in science, energy resources, national security, and environmental quality. In achieving our mission, strategic human capital management is one of our top priorities. The standards for success associated with our mission and effective human capital management incorporate an understanding that no employer can meet its goals without recruiting and retaining the best people our Nation has to offer from every background and community.

I believe that our Nation's diversity is a source of our greatness. Our energy programs invite participation from a wide and diverse range of partners. Just as diversity is an asset that we leverage in our programs, it is an asset we need to leverage in our workforce. Achieving and sustaining a diverse workforce requires the commitment of every one of us. We all have a critical role to play in supporting a culture that fosters diversity to achieve results. I will hold supervisors at every level accountable to ensure that we accomplish the diversity goals of our organization. I expect personnel decisions to be just, fair, and equitable. Discrimination or harassment in any form will not be tolerated.

As you read our Diversity Leadership Strategy, I ask you to look for ways you can contribute to the removal of barriers and the creation of an environment where all employees realize their full potential. Everyone is important to our success, and I call upon each of you to work with me in continuing to make Oak Ridge Office a leader in achieving the Department's missions.

Gerald G. Boyd
Manager



Vision and Mission

MISSION

Discovering the solutions to power and secure America's future

VISION

The mission of the Department of Energy is to achieve results in our lifetime ensuring: Energy Security; Nuclear Security; Science-Driven Revolutions; and One Department of Energy - Keeping our Commitments.

The Business Imperative

The Oak Ridge Office (ORO) Diversity Strategic Plan is designed to assist ORO in attaining a diverse workforce by ensuring that (1) recruitment policies are sufficiently broad to afford maximum flexibility and enable recruitment of well-qualified candidates from a wide variety of sources, (2) internal barriers do not impede the hiring, promotion, or retention of any candidate or employee because of his or her race, gender, national origin, age, color, disability, sexual orientation, or any other non-merit factor, and (3) ORO develops a culture of inclusiveness, where every employee is given the opportunity to work at his or her full potential.

The Department of Energy is international in scope. Creating a high-quality diverse workforce is a business imperative for ORO. The Department's mission is to discover the solutions to power and secure America's future, and ORO occupies a place of strategic importance in ensuring that the Department continues to be an international leader in the field of energy and technology. As a consequence, ORO touches the lives of virtually all Americans.

Various reports, most notably by the Hudson Institute in the late 1990s and the Department of Labor, forecasted major demographic changes and transformations in the civilian labor force over the next several decades. Both organizations forecast that minorities would increasingly constitute a larger proportion of our population growth and a larger percentage of new entrants into the workforce. Other reports indicate that the population of older Americans is expected to more than double, and more women and people with disabilities will be in the workforce.

To be successful, ORO must recognize and use the diversity of our nation to our advantage, and must include diversity as an integral part of our business planning. A diverse workforce will enable us to provide a measure of understanding to our customers by relating to the diverse backgrounds of those customers.

This is an opportune time for ORO to refocus our Diversity Strategy. Our Human Capital Plan suggests a projected retirement wave as our "baby boom" generation reaches retirement age that will provide unique opportunities for hiring and developing new talent. The following is a snapshot of some demographic trends noted in the FY 2008-2013 ORO Human Capital Analysis Report and Staffing Plan:

- 50 years is the average age at ORO
- 22 years is the average length of service (24 for men and 21 for women)
- 53% are over the age of 50
- 88% are over the age of 40
- 57.5% is the average retirement age over the last 5 years
- 196 employees are eligible for retirement in the next 5 years
- 73% are currently eligible for retirement.

Additionally, analysis of our demographic data indicates that ORO has some opportunities to improve our diversity portrait.

- As of September 30, 2007, we had 390 employees
- 52% are males, 48% are females
- 85% are white compared to 78.9% in the Relevant Civilian Labor Force (RCLF)
- 15% are people of color
 - 9.49% African-Americans to 7.8% in the RCLF
 - 2.56% Hispanics compared to 7.2% in the RCLF
 - 2.31% Asian Americans compared to 4.9% in the RCLF
 - .77% Native Americans compared to 1.0% in the RCLF
- 6.4% have disabilities with 1.5% having a targeted disability compared to the DOE-wide goals of 7.5% and 1.5% for employees with disabilities and targeted disabilities.
- 67% of all ORO employees at ORO are in grades GS-13 and above
- 45% of all women employed at ORO are in grades GS-13 and above
- 78% of all people of color are in grades Gs-13 and above.

The charts/tables/graphs at Appendix A provide detailed ORO workforce profiles

Diversity

Goals and Objectives

Goal:

ENSURE THAT THE DOE OAK RIDGE OFFICE WORKFORCE IS CAPABLE OF MEETING THE CHALLENGES OF THE 21st CENTURY BY ATTRACTING, MOTIVATING AND RETAINING A HIGHLY SKILLED AND DIVERSE WORKFORCE TO DO THE BEST JOB

Objective: *Demonstrate Leadership Commitment*

The Oak Ridge Office (ORO) workforce is highly technical and presents challenges for workforce planning. Our Human Capital Plan recognizes that there are cross cutting human capital drivers that are shaping our future. Strategic workforce planning is a critical tool of ensuring that ORO has sufficient staff with the right skills, doing the right work to accomplish our mission, now and in the future. Integrating Human Capital and Diversity planning and incorporating actions for both into the ORO Annual Performance Plan will help ensure that ORO is making progress toward meeting our strategic human capital and diversity objectives.

Action Item (s)	Responsible Official(s)	Target Date
1. Integrate Diversity Requirements & Human Capital Planning and actions For both in the ORO Annual Performance Plan.	Diversity Programs Manager Director of Human Resources	Annually

Goal:

BUILD COMMITMENT AND DEVELOP AWARENESS

OBJECTIVE A: *Communicate the organization’s vision, values, plans, and accomplishments to all employees.*

Education of managers, supervisors, and employees regarding the importance of a highly skilled and diverse workforce is a crucial step in promoting workforce diversity and overcoming misperceptions about cultural and physical differences among individuals.

Action Item(s)	Responsible Official(s)	Target Date
1. Publish plan on internal website.	Diversity Programs Manager	Annually
2. Include articles focusing on diversity in the ORO employee newsletter.	Director Public Affairs	Quarterly
3. Provide copy of the Secretary of Energy’s Policy Statement on Diversity and EEO to all new employees and supervisors.	Diversity Programs Manager	Ongoing
4. Issue policy statement affirming commitment to diversity, equal opportunity and a workplace free of discrimination.	ORO Manager	12-31-07 & Annually

OBJECTIVE B: Provide Awareness Training Opportunities For All Employees.

Action Item(s)	Responsible Officials	Target Date
1. Ensure all employees participate in diversity training in accordance with DOE 311.1B.*	Diversity Programs Manager	Annually
2. Sponsor diversity educational events & celebrations.**	Special Emphasis Managers	Quarterly
3. Ensure all employees participate in sexual harassment training as required by DOE 311.1B.***	Diversity Programs Manager	Biennially

* DOE 311.1B, Equal Employment Opportunity and Diversity Program requires a minimum of 3 hours of EEO/diversity training annually for all non-supervisory employees and 4 hours of training annually for supervisory employees.

**See Appendix B for an overview of ORO Special Emphasis Programs and Diversity calendar.

*** DOE 311.1B, Equal Employment Opportunity and Diversity Program requires that all DOE employees participate in a minimum of 3 hours of training on the prevention of sexual harassment on a biennial basis.

Goal:

ENHANCE THE CORPORATE RECRUITING PROGRAM

OBJECTIVE: *Develop a corporate community outreach program to market ORO as an employer of choice.*

Recruiting a workforce that reflects the diversity of the nation is crucial to successfully carrying out the ORO mission. In addition to seeking opportunities to improve under-represented groups, ORO must also seek to increase manager and supervisor awareness of employment opportunities for people with disabilities. Success in achieving this will be measured by statistical analysis of ORO's applicant flow data by race, national origin, disability and sex and the representation of these groups in the ORO workforce.

Action Item(s)	Responsible Official(s)	Target Date
1. Participate in college & technical institutions recruitment & career initiatives.	ORO employees	Ongoing
2. Develop targeted recruitment plans for persons with disabilities, as defined by the EEOC.	Director of Human Resources Diversity Programs Manager	Ongoing
3. Meet DOE-wide goals for persons with disabilities and targeted disabilities:	Managers and Supervisors	Ongoing
- 7.5% of workforce for persons with disabilities.		9-30-08
- 1.5% of workforce for persons with targeted disabilities		9-30-08
4. Meet the following diversity goals:	Managers and Supervisors	
- Reduce underutilization of Hispanics in ORO workforce by 25%.		9-30-10
- Reduce underutilization of Asians in ORO workforce by 25%.		9-30-10
5. Allocate specific number of FTEs for Internship and Cooperative Education Program	Managers & Supervisors	11-30-07
6. Make selections for Internship Cooperative Education Program Participants.	Managers & Supervisors	9-30-08

Goal:

CREATE DEVELOPMENTAL OPPORTUNITIES

OBJECTIVE: *Develop career development opportunities.*

Achieving a diverse, high quality workforce by attracting and hiring the desired employment mix is only a first step. We want to establish a strong retention strategy to ensure that our valued employees stay with us. Essential to retention of a diverse workforce is our commitment to developing each employee's full potential.

Action Item(s)	Responsible Officials(s)	Target Date
1. Encourage employees to participate in career development programs of the USDA Graduate School's Aspiring Leaders Program, Women's Executive Leadership Program, Executive Potential Program, SES Candidate Development Program, and Federal Executive Institute.	ORO Managers	Ongoing
2. Implement Pilot Mentoring Program	Diversity Programs Manager	1-31-08
3. Host Women's Leadership Expo	ORO Federal Women's Program Manager	3-31-08
4. Study feasibility of implementing a succession planning initiative.	Human Resources Director Diversity Programs Manager	9-30-08

Goal:**ENHANCE SELECTION PROCESSES**

OBJECTIVE: *Ensure that that interview process is fair and equitable.*

To ensure that ORO is following appropriate merit promotion procedures and allowing fair and equitable consideration of employees we will monitor progress toward eliminating barriers that impede effective recruitment, staffing and performance recognition efforts. We will also monitor employee development and promotions practices to ensure equal opportunity for all employees and identify and eliminate any barriers to fair and equitable treatment.

Action Item(s)	Responsible Official(s)	Target Date
1. Sponsor training for employees on effective interviewing.	Federal Women's Program Manager	9-30-08
2. Monitor employee participation on interview panels.	Diversity Programs Manager	Ongoing
3. Assess implementation of Non-supervisor performance Ratings by race and gender.	Diversity Programs Manager Director of Human Resources	6-30-08
4. Assess the implementation of Incentive Awards Program by race and gender.	Diversity Programs Manager Director Human Resources	9-30-08

Goal:

MONITOR PROGRESS AND ESTABLISH ACCOUNTABILITY

OBJECTIVE: *Provide periodic progress reports that will be shared with all employees; and ensure equity and fairness in implementation of performance appraisals and recognition programs.*

We are firmly committed to achieving and maintaining a highly skilled and diverse workforce and will ensure progress toward this objective by ensuring accountability of managers and supervisors for improving diversity. We will review, evaluate and monitor management actions to ensure they incorporate the strategies identified in this plan. In addition, the diversity element of the performance measure for all Senior Executive Service employees and other managers and supervisors will be enhanced.

Action Item(s)	Responsible Officials	Target Date
1. Assess progress.	Diversity Programs Manager	Annually
2. Continue monthly monitoring of ORO workforce demographics in ORO War Room meetings.	Managers & Supervisors	Monthly
3. Add specific requirements related to the Managerial & Supervisory performance standard to Cluster 5-Diversity	Diversity Programs Manager	12-31-07
4. Study feasibility of implementing 360 degree feedback for managers and supervisors.	Diversity Programs Manager	3-31-08

Goal:

ENHANCE CONTRACTOR DIVERSITY PROGRAMS

OBJECTIVE: *Ensure that OEO contractors develop and implement effective workforce diversity plans.*

We are committed to ensuring that our contractors take appropriate action to develop a comprehensive and integrated approach to managing diversity across their operations. This requirement is implemented through the inclusion of equal employment opportunity (EEO) clause provisions required by the Office of Federal Contract Compliance (OFCCP) and diversity clause provisions required by Department of Energy in major facilities management contracts. In our oversight role, we focus our contractors' EEO and diversity performance in meeting their EEO and diversity objectives by working with contractor managers throughout the year on EEO issues and rating their performance.

Action Item(s)	Responsible Official(s)	Target Date
1. Ensure that M&O contractors develop and implement Diversity Programs consistent with the DOE Diversity Clause.	Contracting Officers Representatives Diversity Programs Manager	As required by contracts.
2. Include diversity metrics in Performance Evaluation Plans (PEPs).	Contracting Officer Representatives Diversity Programs Manager	Semi-Annually
3. Provide progress reports to senior staff through the Performance Evaluation process.	HR Division Procurement & Contracts Division Diversity Programs Manager	Semi-annually

Goal:

ENSURE FACILITIES ARE ACCESSIBLE TO ORO EMPLOYEES AND PUBLIC

OBJECTIVE: *Integrate facility accessibility into facility maintenance program.*

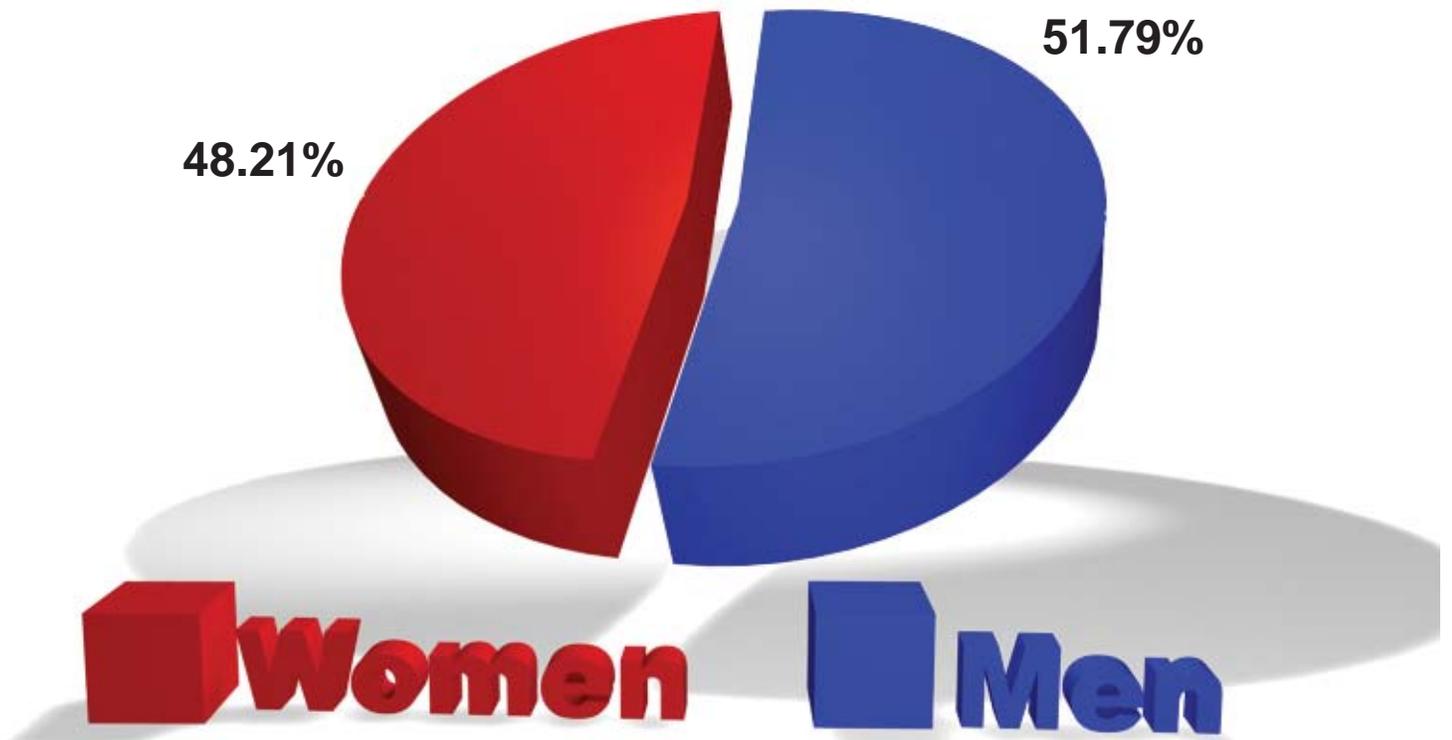
All ORO organizations are required to provide reasonable accommodations for employees with disabilities in accordance with Equal Employment Opportunity Commission and Department of Energy guidance, where appropriate, and process the requests for accommodation as expeditiously possible. We will continue to evaluate workplace environments to identify and eliminate or reduce physical, processes, or systems barriers to employees with disabilities.

Action Item(s)	Responsible Official(s)	Target Date
1. Update facility accessibility survey.	Director Information Resources Management Division	9-30-08
2. Publish reasonable accommodation guide on internal website.	Diversity Programs Manager	10-30-07
3. Integrate needs of employees with disabilities into ORO emergency management planning consistent with EEOC guidance.	Diversity Programs Manager Director, Safeguards, Security, and Emergency Management	12-31-07
4. Provide training on reasonable accommodations.	Diversity Programs Manager	9-30-08
5. Survey ORO employees to update workforce profile for employees with disabilities and enhance emergency management planning.	Director of Human Resources Diversity Programs Manager Director, Safeguards Security and Emergency Management	3-31-08

* Executive Order 13347 of July 22, 2004, requires Federal agencies to strengthen emergency preparedness with respect to individuals with disabilities. EEOC guidance recommends that comprehensive emergency evacuation plans provide for prompt and effective assistance to individuals whose medical conditions may necessitate it.

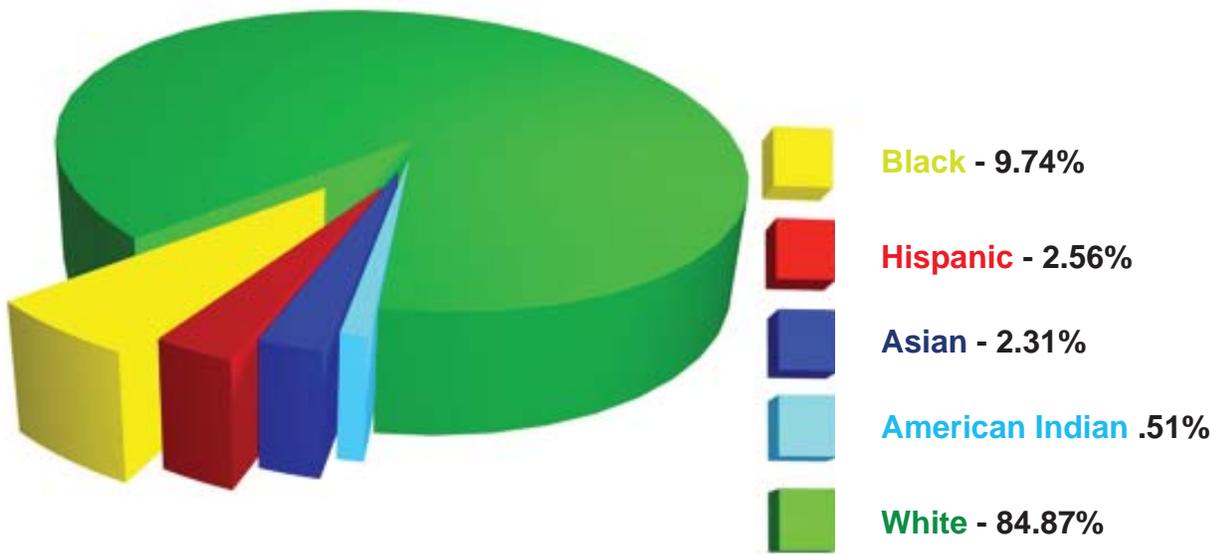
Appendix A

Table 1



ORO Permanent Workforce Distribution
Men and Women
October 1, 2007

Table 2



ORO Permanent Workforce Distribution
Minorities & Non-Minorities
October 1, 2007

Table 3

- 1.5% DOE-Wide Goal WF/Employees w/Targeted Disabilities
- 1.5% ORO WF/Employees w/Targeted Disabilities
- 7.5% DOE-Wide Goal WF/Employees w/Disabilities
- 6.4% ORO WF/Employees w/Disabilities



NOTE: 26 (6.6%) of ORO employees do not self identify as being disabled or non-disabled and the employees with Targeted Disabilities are included with the employees with disabilities.

Table 4

U.S. DEPARTMENT OF ENERGY
IMMEDIATE OFFICE OF THE MANAGER - OAK RIDGE OFFICE
PERMANENT EMPLOYMENT WORK FORCE PROFILE BY
PATCO VS. CLF DATA
FOR PERIOD OCTOBER 1, 2007

PATCO

O	BLACK F	BLACK M	HISP F	HISP M	ASIAN F	ASIAN M	AMER IND F	AMER IND M	WHITE F	WHITE M	TOTAL										
VS.																					
P	13	5.83	11	4.93	5	2.24	5	2.24	2	0.90	6	2.69	1	0.45	0.45	0.45	58	26.01	121	54.26	223
A	9	7.38	4	3.28	0	0.00	0	0.00	1	0.82	0	0.00	0	0.00	0.00	0.00	57	46.72	51	41.80	122
T	1	2.94	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0.00	0.00	33	97.06	0	0.00	34
C	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0.00	0.00	7	100.00	0	0.00	7
O	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0.00	0.00	1	25.00	3	75.00	1
	23	5.90	15	3.85	5	1.28	5	1.28	3	.077	6	1.54	1	0.26	1	0.26	156	40.00	175	44.87	390

BREAKDOWN BY RACE

ORO WORKFORCE

2000 RCLF*

BLACK	38	9.74%	30	7.80%
HISPANIC	10	2.56%	28	7.2%
ASIAN	9	2.31%	19	4.9%
AMERICAN INDIAN	4	0.94%	4	1.0%
WHITE	331	84.87%	308	78.90%
TOTAL	390	100.00%	390	100.00%

Table 5

U.S. DEPARTMENT OF ENERGY
OAK RIDGE OPERATIONS OFFICE
 REPRESENTATION OF EMPLOYEES WITH DISABILITIES BY EMPLOYMENT CATEGORY
 OCTOBER 1, 2007

PATCO	TOTAL ALL EMPLOYEES	TOTAL DISABLED #	EMPLOYEES WITH %	TOTAL TARGETED DISABLED EMPLOYEES WITH	
				#	%
P	223	14	6.2	3	1.3
A	122	7	6.5	0	-
T	34	2	5.8	1	2.9
C	7	2	28.5	2	28.5
O	4	-	-	-	-
T	<u>390</u>	<u>25</u>	<u>6.4</u>	<u>6</u>	<u>1.5</u>

Table 6

ORO Permanent Employment Workforce Profiles as of September 30, 2007

Workforce Profiles by Grade

GRADE	BLACK		HISPANIC		ASIAN		AMERICAN IND		WHITE		NON-CLASS		TOTAL						
	#	%	#	%	#	%	#	%	#	%	#	%							
1	-	-	-	-	-	-	-	-	-	-	-	-	0						
2	-	-	-	-	-	-	-	-	-	-	-	-	0						
3	-	-	-	-	-	-	-	-	-	-	-	-	1						
4	-	-	-	-	-	-	-	-	2	40.00	3	60.00	5						
5	-	-	-	-	-	-	-	-	1	100.00	-	-	1						
6	1	7.69	-	-	-	-	-	-	21	92.31	-	-	13						
7	-	-	-	-	-	-	-	-	19	100.00	-	-	19						
8	-	-	-	-	-	-	-	-	-	-	-	-	0						
9	1	3.57	-	-	1	3.57	-	-	24	85.71	2	7.14	28						
10	-	-	-	-	-	-	-	-	-	-	-	-	0						
11	-	-	-	-	-	-	-	-	7	100.00	-	-	7						
12	4	8.33	3	6.25	1	2.08	-	-	25	52.08	15	31.25	48						
13	10	6.90	7	4.83	2	1.38	2	1.38	1	0.69	39	26.90	79						
14	3	3.80	3	3.80	1	1.27	1	1.27	14	17.72	53	67.09	79						
15	1	4.00	1	4.00	2	8.00	-	-	9	36.00	11	44.00	25						
BLUE	-	-	-	-	-	-	-	-	-	-	-	-	0						
SL	-	-	-	-	-	-	-	-	-	-	-	-	0						
ES	-	-	-	-	-	-	-	-	-	-	-	-	8						
EJ	3	27.27	1	9.09	-	-	-	-	2	18.18	5	45.45	11						
TOTAL	23	5.90%	15	3.85%	5	1.28%	5	1.28%	1	0.26%	1	0.26%	166	40.00%	175	44.87%	-	-	390

- 67% (262) of all employees are in grade GS-13 and above
- 47% of all women employed at ORO are in GS-13 and above
- 78% of all people of color at ORO are in GS-13 and above

* Relevant Civilian Labor Force (RCLF) is the benchmark used to measure individual Federal agencies' minority representative to the Civilian Labor Force (CLF). The RCLF is unique to each agency because it includes civilian labor force employment ONLY for the occupations found within each agency. The RCLF figures for the Department of Energy are taken from the FY 2006 Federal Equal Opportunity Program report to Congress. The report uses RCLF data from the 2000 Census and can be viewed at www.opm.gov/feorpreports

Underutilization Analysis vs. Relevant Civilian Labor Force*

RACE/SEX CLASS GROUP	#	%	2000 RCLF #	%
WHITES	331	84.87	308	78.9
BLACKS	38	9.74	30	7.8
HISPANICS	10	2.56	28	7.2
ASIANS	9	2.31	19	4.9
AMERICAN INDIANS	3	0.77	4	1.0
WOMEN	188	48.2	202	51.8

Excellent	Above RCLF
Good	Equal to RCLF or within ±2
Marginal	More than 2 under the RCLF



18C070R00270023

Table 7

EMPLOYMENT CATEGORY	OCCUPATIONAL SERIES	CLASS	OCTOBER 1, 2007	
			#	%
PROFESSIONAL	510 AUDITOR	ALL	38	100.0
		MINORITIES	7	18.4
		WOMEN	21	55.2
		DISABLED	2	5.2
	801 GENERAL ENGINEER	ALL	89	100.0
		MINORITIES	21	23.6
		WOMEN	19	21.3
		DISABLED	7	7.9
	1301 PHYSICAL SCIENTIST (GENERAL)	ALL	22	100.0
		MINORITIES	5	22.7
		WOMEN	6	27.2
		DISABLED	0	0.0
ADMINISTRATIVE	080 PERSONNEL SECURITY	ALL	17	100.0
		MINORITIES	4	23.5
		WOMEN	8	47.1
		DISABLED	3	17.6
	343 MANAGEMENT ANALYST	ALL	21	100.0
		MINORITIES	1	4.8
		WOMEN	11	52.4
		DISABLED	1	4.8
	1102 CONTRACT ADMINISTRATION	ALL	28	100.0
		MINORITIES	6	21.4
		WOMEN	20	71.4
		DISABLED	2	7.1
	301 MISCELLANEOUS CLERICAL & CLERK ASSISTANCE	ALL	16	100.0
		MINORITIES	1	6.3
		WOMEN	13	81.3
		DISABLED	1	6.3
TECHNICAL	303 MISCELLANEOUS CLERK & ASSISTANCE	ALL	31	100.0
		MINORITIES	1	3.2
		WOMEN	31	100.0
		DISABLED	4	12.9

U.S. DEPARTMENT OF ENERGY ● OAK RIDGE OPERATIONS OFFICE
 REPRESENTATION OF WOMEN AND MINORITIES
 PEOPLE WITH DISABILITIES IN MAJOR OCCUPATIONS ● OCTOBER 1, 2007

Appendix B

DEPARTMENT OF ENERGY SPECIAL EMPHASIS PROGRAMS

The Department of Energy has developed a variety of initiatives designed to foster a workplace culture that recognizes and values diversity and improves the quality of work life among employees. One such initiative includes the Special Emphasis Programs, which highlight cultures within our society.

ORO SPECIAL EMPHASIS PROGRAMS

Through a variety of initiatives, ORO fosters a workforce culture in which employees recognize and appreciate the diversity of its coworkers. Within this environment, many employees who share a common interest in race, ethnicity, gender, heritage or other protected group provide a forum for communicating diversity issues and concerns to management, and network within the organization.

ORO Special Emphasis Programs include the following:

- Federal Women's Program
- Hispanic Employment Program
- Selective Placement Program
- Black Employment Program
- Native American Employment Program
- Veterans' Support Group

ORO also recognizes observances that are nationally proclaimed by Congress and/or the President. These observances are designed to expand our education, enhance awareness, heighten sensitivity, and promote greater understanding of cultural differences.

These nationally proclaimed observances are:

- Martin Luther King's Birthday -- January
- National Black History Month -- February
- Women's History Month - March
- National Asian American Heritage Month -- May
- National Women's Equality Day -- August
- National Hispanic Heritage Month -- September 15 – October 15
- National Disability Awareness Month -- October
- National American Indian Heritage Month -- November

In addition, ORO sponsors other activities such as "Take Our Future to Work Day" and "Unity Day." These programs enhance the ORO work environment and allow all employees to observe/celebrate the individual differences and share their own cultures.



