



**Office of the  
Inspector General**

**Defense Nuclear Facilities  
Safety Board**  
Washington, DC 20004-2901

March 10, 2020

MEMORANDUM TO: Glenn Sklar  
General Manager

Richard Tontodonato  
Acting Deputy General Manager

FROM: Dr. Brett M. Baker */RA/*  
Assistant Inspector General for Audits

SUBJECT: STATUS OF RECOMMENDATIONS: AUDIT OF DNFSB'S  
HUMAN RESOURCES PROGRAM (DNFSB-20-A-04)

REFERENCE: GENERAL MANAGER, DEFENSE NUCLEAR FACILITIES  
SAFETY BOARD, CORRESPONDENCE DATED  
FEBRUARY 24, 2020

Attached is the Office of the Inspector General's (OIG) analysis and status of recommendations as discussed in DNFSB's response dated February 24, 2020. Based on this response, recommendations 1, 2, 3, 4, 5, and 6 are open and resolved. Please provide an updated status of the open and resolved recommendations by October 20, 2020.

If you have any questions or concerns, please call me at (301) 415-5915 or Mike Blair, Team Leader, at (301) 415-8399.

Attachment: As stated

cc: R. Howard, OGM

## **Audit Report**

### **AUDIT OF DNFSB'S HUMAN RESOURCES PROGRAM**

#### **DNFSB-20-A-04**

##### **Status of Recommendations**

Recommendation 1: With the involvement of the Office of the Technical Director, develop and implement an Excepted Service recruitment strategy and update guidance to reflect this strategy.

Agency Response Dated  
February 24, 2020:

Agree.

The Agency will be posting an employment announcement for an Executive Director of Operations (EDO) who is expected to perform a number of functions, including developing an Excepted Service recruitment strategy and updated guidance to reflect the resulting strategy. Development and implementation of this strategy is anticipated within six months of the EDO on boarding.

In the interim, the Office of the General Manager (OGM) in conjunction with the Office of the Technical Director (OTD) is drafting a recruitment strategy, which will be reflected in the Human Resources Strategic Plan for FY 20-FY 22. Part of the recruitment strategy includes periodically hosting an Agency sponsored career fair. This effort was initiated in January 2020, from which OTD has extended three tentative offers to date.

OIG Analysis: The proposed action meets the intent of the recommendation. The recommendation will be closed when OIG verifies that DNFSB has developed and implemented an Excepted Service recruitment strategy and has updated guidance to reflect this strategy.

**Status:** Open: Resolved.

## **Audit Report**

### **AUDIT OF DNFSB'S HUMAN RESOURCES PROGRAM**

#### **DNFSB-20-A-04**

##### **Status of Recommendations**

Recommendation 2: Develop and implement a step-by-step hiring process metric with periodic reporting requirements.

Agency Response Dated  
February 24, 2020:

Agree.

The Agency will be posting an employment announcement for an EDO who is expected to perform a number of functions, including developing and implementing a step-by-step hiring process metric with periodic reporting requirements. Development and implementation of the metric is anticipated by September 2020.

Also, in response to the Office of Personnel Management's Human Capital Audit in 2018 and as part of the HR Stats requirement for OPM, the Division of Human Resources (DHR) began tracking time to hire metrics in Q4 FY 2019. Preliminary metrics were submitted in the 2019 Year in Review for the DHR to the General Manager. At the time of the OIG's audit, the information was being compiled for review and analysis. DNFSB will continue to gather and build upon metrics gathered consistent with this recommendation.

OIG Analysis: The proposed action meets the intent of the recommendation. The recommendation will be closed when OIG verifies that DNFSB developed and implemented a step-by-step hiring process metric with periodic reporting requirements.

**Status:** Open: Resolved.

## **Audit Report**

### **AUDIT OF DNFSB'S HUMAN RESOURCES PROGRAM**

**DNFSB-20-A-04**

#### **Status of Recommendations**

Recommendation 3: Update and finalize policies and procedures relative to determining the technical qualifications of OTD applicants. This should include examples of experience such as military and teaching, and their applicability to OTD positions.

Agency Response Dated  
February 24, 2020:

Agree.

The Agency will be posting an employment announcement for an EDO who is expected to perform a number of functions, including updating and finalizing policies and procedures relative to determining the technical qualifications of OTD applicants. Relative policies and procedures are expected to be updated and finalized by September 2020.

In addition, draft classification standards are currently being reviewed in OTD to add the appropriate language relative to qualifications for military and teaching experience.

OIG Analysis:

The proposed action meets the intent of the recommendation. The recommendation will be closed when OIG verifies that DNFSB updated and finalized policies and procedures relative to determining the technical qualifications of OTD applicants. This should include examples of experience such as military and teaching, and their applicability to OTD positions.

**Status:**

Open: Resolved.

## **Audit Report**

### **AUDIT OF DNFSB'S HUMAN RESOURCES PROGRAM**

#### **DNFSB-20-A-04**

##### **Status of Recommendations**

Recommendation 4: Develop and issue hiring-process guidance and provide training to DNFSB staff involved with the hiring process.

Agency Response Dated  
February 24, 2020:

Agree.

The Agency will be posting an employment announcement for an EDO who is expected to perform a number of functions, including developing and issuing hiring-process guidance, and providing training to DNFSB staff involved with the hiring process, by September 2020.

OTD and OGM are also currently collaborating on process guidance for ease of hiring.

OIG Analysis:

The proposed action meets the intent of the recommendation. The recommendation will be closed when OIG verifies that DNFSB developed and issued hiring-process guidance and provide training to DNFSB staff involved with the hiring process.

**Status:**

Open: Resolved.

## **Audit Report**

### **AUDIT OF DNFSB'S HUMAN RESOURCES PROGRAM**

**DNFSB-20-A-04**

#### **Status of Recommendations**

Recommendation 5: Conduct analyses to determine (1) the optimal SES span-of-control that promotes agency efficiency and effectiveness, and (2) the impact on agency activities when detailing employees to vacant SES positions.

Agency Response Dated  
February 24, 2020:

Agree.

The Agency will be posting an employment announcement for an EDO who is expected to perform a number of functions, including conducting analyses to determine the optimal SES span-of-control for efficiency and effectiveness, and the impact on agency activities when employees are detailed to vacant SES positions. We anticipate that the analyses will be completed by 1st quarter FY21.

Further, DNFSB is currently in the process of hiring for three SES positions: General Counsel, Associate Technical Director, and Executive Director of Operations. Hiring these three SES will increase the SES cadre to nine, which is two short of the approved SES allocation.

OIG Analysis:

The proposed action meets the intent of the recommendation. The recommendation will be closed when OIG verifies that DNFSB conducted analyses to determine (1) the optimal SES span-of-control that promotes agency efficiency and effectiveness, and (2) the impact on agency activities when detailing employees to vacant SES positions.

**Status:**

Open: Resolved.

## **Audit Report**

### **AUDIT OF DNFSB'S HUMAN RESOURCES PROGRAM**

**DNFSB-20-A-04**

#### **Status of Recommendations**

Recommendation 6: Develop and implement an action plan to mitigate negative effects shown by the SES analyses.

Agency Response Dated  
February 24, 2020:

Agree.

Following completion of the SES analyses in recommendation 5, the EDO will develop and implement an action plan to mitigate negative effects determined by the SES analyses in 2nd quarter FY21.

OIG Analysis:

The proposed action meets the intent of the recommendation. The recommendation will be closed when OIG verifies that DNFSB developed and implemented an action plan to mitigate negative effects shown by the SES analyses.

**Status:**

Open: Resolved.