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***Safeguards Workforce Repatriation,  
Retention and Utilization***

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## **Executive Summary**

Brookhaven National Laboratory was tasked by NA-241 to assess the transition of former IAEA employees back to the United States, investigating the rate of retention and overall smoothness of the repatriation process among returning safeguards professionals. Upon conducting several phone interviews, study authors found that the repatriation process went smoothly for the vast majority and that workforce retention was high. However, several respondents expressed irritation over the minimal extent to which their safeguards expertise had been leveraged in their current positions.

This sentiment was pervasive enough to prompt a follow-on study focusing on questions relating to the utilization rather than the retention of safeguards professionals. A second, web-based survey was conducted, soliciting responses from a larger sample pool. Results suggest that the safeguards workforce may be oversaturated, and that young professionals returning to the United States from Agency positions may soon encounter difficulties finding jobs in the field.

## **Workforce Repatriation and Retention**

The first phase of the study focused on the repatriation and retention of safeguards professionals returning from assignments at the IAEA. Initially, the author of this paper sought only to assess the smoothness their transition home and ease with which they were able to find work in the safeguards field upon doing so.

### Methodology

Eleven phone interviews were conducted during this initial investigation, which included three junior professional officers (JPOs), four cost-free experts (CFEs), and four salaried employees. Term lengths varied, ranging anywhere from two to eight years depending on the nature of the interviewee's assignment and the number of contract extensions afforded by the Agency.

A web-based survey was considered, however, study authors ultimately opted to conduct phone interviews due to the flexibility of the format. With little background information and such a wide range of potential experiences across respondents, the authors favored a conversational approach in order to draw out and explore issues that may not have otherwise been anticipated.

There were some initial concerns that, due to a lack of anonymity, interviewees might censor their responses. To the contrary, upon conducting the interviews, both authors were pleased by the high level of candor expressed across participant responses. Many, in fact, did not hesitate to draw upon personal experiences (even those of their spouses) when explaining or elaborating upon a point. Those interviewed were also eager to discuss any difficulties with the onboarding or repatriation process in order to help smooth issues for future JPOs/CFEs.

The list of potential interviewees was compiled from several sources, however the majority were generated using ISPO records at BNL. Barbara Hoffenz provided several contacts as well. Study authors sought a wide range of backgrounds to cover many different variations in experience.

Open-ended questions were developed to guide conversations but also to allow enough room for the interviewee to speak to their personal experiences. Overall focus was on the end of contract, job search and plans, and repatriation experience.

*Telephone survey questions included the following:*

- *What were the terms of your employment at the IAEA? (CFE, salaried employee, consultant, JPO, etc.) How long was your contract?*
- *Did you resign your employment here in the US before leaving for your position at the IAEA?*
- *How would you rate your experience at the IAEA? Was the work fulfilling? Impactful? Was your time well utilized by the Agency?*

- *Did you seek a contract extension? If not, why? If so, what compelled you to do so?*
- *Where did you seek employment at the end of your assignment? Did you look outside of the safeguards community? If so, why?*
- *Was your experience at the IAEA a marketable asset or an obstacle during your employment search?*
- *How would you characterize your experience returning to the United States? Did you have job security? What are your chief complaints about this process?*
- *How helpful/responsive was the agency's Human Resources office? The US mission? ISPO?*
- *How satisfied are you with your current position and career path?*

### Phone Survey Results

When asked to characterize their overall experience working for the IAEA, interviewees were widely positive in their responses. Across CFEs, JPOs, and salaried employees, the consensus opinion was that their work in Vienna was impactful, that their time was well utilized by the Agency, and that they returned to the United States with valuable skills and safeguards knowledge. Moreover, given the opportunity to speak freely about their repatriation experience, many respondents were quick to praise the support they received from the US mission and IAEA Human Resources office throughout the process.

A few minor issues were raised, however:

- More than one respondent reported that *the Agency failed to follow up with them after relocating to the United States*. In these cases, the HR department often neglected to send additional exit documents—such as pay statements and tax documents—until multiple requests had been made.
- Spouses of survey respondents were often reported to have faced *difficulties adapting to life in Vienna*. This was particularly so for those who left jobs behind and were unable to secure employment during their partner's assignment.
- While the exit process was well organized and in most cases smoothly executed, *most respondents were caught off guard by the time and effort involved in preparing for their return to the United States*.

Respondents widely reported feeling a strong sense of commitment to safeguards upon leaving the Agency. In fact, while making arrangements to return to the United States, none of those interviewed reported seeking or pursuing employment opportunities outside the field. However, while all of those surveyed were pleased with their experience at the IAEA, most also reported having a hard time leveraging their safeguards expertise in their current positions.

Many respondents reported feeling disappointed upon returning to the United States and finding that they were unable to commit a significant portion of their time to safeguards-related work. Several estimated that, despite being hired for

their safeguards experience, they now spend the vast majority of their time (80-90%) contributing to projects outside of the safeguards field.

In some cases, it was unclear before entering into positions at National Laboratories how much time would need to be dedicated to proposal writing and soliciting project funding. Many, but particularly those leaving salaried positions at the Agency, communicated a measure of anxiety over the intermittency of funding, and the need to support themselves “from project-to-project” while working within the lab complex.

The initial objective of this study was to identify issues related to the repatriation and retention of safeguards professionals returning from IAEA assignments. Our telephone survey revealed high levels of satisfaction among respondents on both counts, with widespread reports of smooth transitions back to the United States and strong continued commitments to the safeguards field. Retention, in other words, appeared not to be a problem.

## **Workforce Utilization**

Over the course of our phone discussions, a new issue presented itself: workforce utilization. While a majority of those surveyed felt that they left the Agency with valuable skills and expertise, many across the lab complex also reported that these assets were under-valued by their employers and bore little influence on the content of their work upon their return. Based on these findings, BNL suggested that several more interviews be conducted to permit a shift in focus. The intention was to carry out a few additional discussions tailored to investigate the time and effort spent by Agency employees on safeguards-related project work.

## Methodology

Ultimately, the organizers of this study opted to abandon the phone interview approach in favor of conducting an online survey. The rationale for doing so was twofold: to efficiently solicit more perspectives by reaching out to larger sample pool; and to collect quantitative data pinning down the scope and nature of the issue.<sup>1</sup> As mentioned, survey questions were devised with the objective of measuring workforce utilization among agency employees. The following nine questions were ultimately selected for the purpose of doing so.<sup>2</sup>

1. *What was your role at the IAEA?*
2. *How long was your appointment?*

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<sup>1</sup> Sarah Poe’s departure for a CFE position at the Agency complicated the task of conducting an adequate number of additional phone interviews, however this was not the driving motivation for switching formats.

<sup>2</sup> In the interest of increasing participation rates and encouraging respondents to supplement their responses with additional feedback, I thought it important to keep the survey length as short as possible.

3. *Do you feel that you returned from your Agency assignment with valuable skills and expertise?*
4. *Do you feel that your safeguards expertise is recognized, valued and well utilized by your employer?*
5. *How relevant is the work you performed for the Agency to your current job responsibilities?*
6. *How much time do you commit in an average week to safeguards-related work?*
7. *Given the choice, would you contribute more of your time to safeguards projects?*
8. *What, of the following three priorities, is most important to you?*
  - a. *Substance of your work (i.e., will I find the work interesting and will it leverage my own interests and expertise?)*
  - b. *Funding Security (is this likely to bring in steady financing from HQ)*
  - c. *Solo or team project (Is this a team project? Who's on the team?)*
9. *Do you feel that your safeguards skills & expertise could be better leveraged to serve NNSA's other mission areas? Perhaps in another capacity, or working for another office?*

Participants in each case were given several answers to choose from. Comment boxes were also included after each question, providing respondents with an opportunity to explain their answers in further detail.

The online survey was submitted to 35 repatriated Agency employees, 20 of whom chose to participate. Of these, 8 were Salaried Employees, 6 were Junior Professional Officers (JPO), and 6 were Cost Free Experts (CFE).<sup>3</sup> All spent a minimum of one year at the Agency, however most spent several (65% spent three or more). 15 of the 20 respondents extended their initial work contract, many of whom more than once.

### Relevance and Perceived Value of Agency Experience in the Workplace

There was widespread consensus across telephone interviewees that the IAEA provides an excellent work environment. Most found the work fulfilling, and were of the opinion that they had made a meaningful contribution to the Agency's safeguards mission. Less clear from the telephone interviews, however, was how much respondents felt they learned over the course of their assignments, or the extent to which they valued the specialized skills and expertise they acquired during their employment.

Online survey results revealed an important insight on this point. While a large majority of respondents (90%), felt that they came away from their agency jobs with valuable expertise, a slight majority also felt that this expertise was not "recognized, valued or well utilized" by their current employer.

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<sup>3</sup> Additional details relating to the titles and functions of each respondent are available in the survey (attached)

Explanations provided by respondents as to why this was the case varied. One returning DOE employee attributed his response to poor job placement, stating simply that he was matched up with a “non-safeguards related position” upon his return to headquarters. Another respondent, who now works in the private sector in the IT field, indicated that although he wanted to stay in the safeguards field, he failed to secure long-term employment at the Agency. Upon returning to the United States, the respondent said that he struggled to find private sector work in his field, reporting that most employers appeared not to value his time at the IAEA. In his experience, these employers tended to dismiss time spent abroad as more of an “exotic curiosity” than an asset.

Yet another respondent blamed budgetary shortfalls for safeguards-related programs, remarking that, while his experience was recognized and valued by his employer, he simply “didn’t have any funding to work on safeguards-related projects.” A returned inspector parroted this opinion: “there is not a lot of money in SG to go around for everyone that wants to participate” she remarked, expressing frustration over the fact that her unique knowledge of verification technologies and inspector requirements were of little to no utility in her current (administrative) position. Despite the observance of a clear need for her particular expertise within the company (an unnamed private-sector safeguards and verification technology firm) she reported that her experience working in the field as a safeguards inspector was regarded as more of a novelty than an asset to product design and development efforts.

A senior safeguards official shared the private-sector employee’s opinion regarding the unfavorable manner in which Agency experience tends to be viewed by employers outside the field, but expanded this observation to include public sector employers as well. According to his observations, “outside national laboratories and NNSA offices, IAEA experience isn’t valued across other federal agencies,” adding that, “to most government recruiters, time spent at the IAEA does not count as far as career progression is concerned.”

### Obstacles to Pursuing Safeguards-Related Work

Of further surprise than this initial finding—that most agency employees feel that their safeguards experience hasn’t been adequately valued or leveraged upon returning to the United States—is the discovery that more than half of respondents also report spending less than one day over the course of an average work week on safeguards-related projects. In fact, five respondents (25%) reported spending no time at all on safeguards work.

This is not for lack of interest in the safeguards field, however. While 40% of respondents report spending “almost all of their time” on safeguards-related project work, 65% wish they could commit more. These figures are even more striking when considering how highly respondents prioritize the substance of their work over other interests. Indeed, 90% of respondents ranked the importance of finding

work that leveraged personal interests and expertise as “critical” to their work experience—going so far as to prioritize this ahead of securing steady sources of funding.

Nevertheless, the issue that tied together most respondents’ comments on this question related to funding shortfalls. “As a consultant in my 30s, funding security is increasingly important... I would prefer to move beyond a project-to-project or year-to-year approach” one respondent commented. Another described his inability to find funding for safeguards-related work as “extremely frustrating”, citing the fact that he had “studied or worked on safeguards and nuclear nonproliferation issues for over a decade.” Another described competition for safeguards funding as “overwhelming.”

### Trends and Implications

The initial portion of this study found that almost all returning IAEA employees are eager to seek safeguards-related work—a finding that was confirmed once again by online survey results. The fact that most respondents have been successful in doing so is a good thing, as those who’ve sought work outside the field report having difficulty communicating the value of their experience at the Agency to public and private sector employers.

For now, however, this isn’t a major problem. It is not the case that large numbers of repatriated employees are seeking and failing to find work in other fields. Rather, they are seeking and finding safeguards-related positions only to discover that their skills and expertise are either not in demand or poorly leveraged by their employers.

To reiterate survey findings, few have reported major difficulties finding safeguards-related jobs. National Laboratories, in particular, have actively recruited returning Agency employees. And yet, the survey also indicates that in a majority of cases these safeguards professionals end up billing most of their time to unrelated projects or transitioning to other departments due to a lack of funding for safeguards-related work.

It may come as little surprise that so many respondents identify funding shortfalls as the main obstacle preventing them from contributing more time to safeguards-related work. However this is creating a serious downstream problem for returning Agency employees—particularly those relying on their ability to leverage a highly specialized skillset to find work.

This might be less of a concern for older employees with a wide technical skillset and diverse work experience, however, it can pose a real problem for younger safeguards professionals—such as JPOs—who’ve little to lean back on when funding from NA-241 dries up. Job security concerns among younger safeguards professionals were summed up well by the following comment, made by a JPO who returned early from his assignment:

*“People want job pay commensurate with their years of experience and education level. People want job security because in order to safely transition to adulthood, eg spouse, kids, house.... that’s what you’ll inevitably need. It’s no coincidence that many JPOs and former ones who stay at the Agency but have yet to nab long terms delay these life choices. It is a sacrifice (and frankly it became quickly in my opinion not worth it).”*

## Recommendations

In light of these findings, one might anticipate that the high recruitment rate of safeguards professionals—combined with reports of increasing competition for safeguards project funding across national laboratories—is likely to create a spillover effect in which a growing number of returning agency employees will be compelled to seek employment in other fields. Faced with a funding environment in which senior Agency inspectors are struggling to find coverage for safeguards-related project work, it is unrealistic to think that returning junior professionals will continue to see high recruitment rates across the laboratory complex.

- Consequently, the author of this study **recommends that NNSA begin, not only to facilitate, but also to encourage safeguards professionals (particularly young professionals) to market their Agency experience to other government customers.**

Returning IAEA personnel are equipped with extremely diverse skillsets, depending both on the nature of their assignment and former position with the Agency. Many of these skills may be in demand elsewhere in the public sectors. Setting up recruitment pipelines with other government agencies—whether in diplomatic, congressional, or intelligence communities, may help stem the burgeoning overflow of professionals entering the safeguards workforce.

- If not already known, **it would also be beneficial to translate NA-241’s annual safeguards budget into labor-rate equivalencies for junior, mid, and senior-level laboratory staff members.** Previous initiatives have encouraged labs to send personnel abroad, as well as to recruit safeguards professionals upon the completion of their agency assignments. However, survey findings indicate a clear disconnect between the size of today’s safeguards workforce and the amount of funding needed to provide this workforce with steady labor.

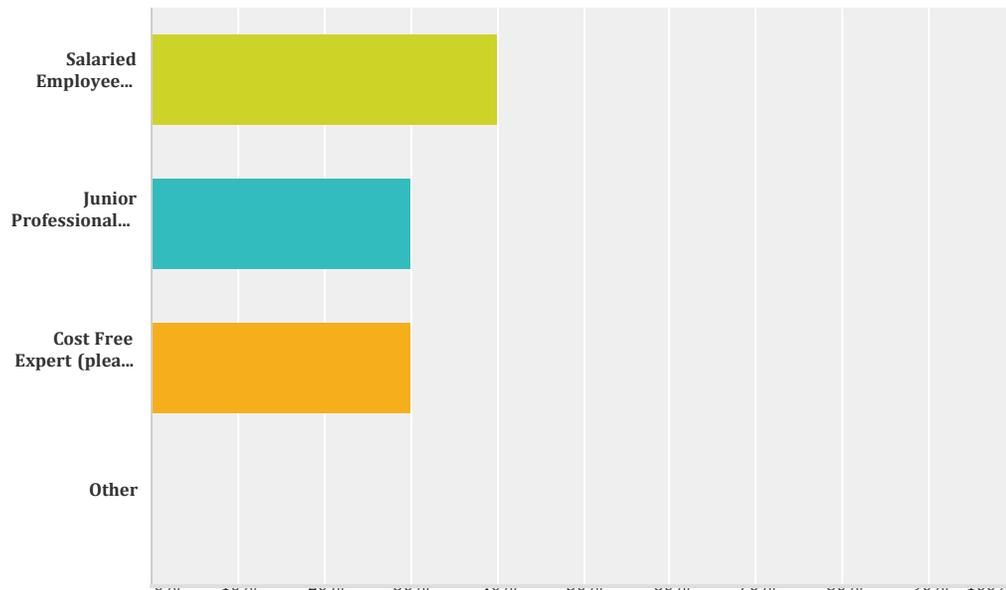
Transparency is a key, particularly in light of the near unanimity of concern across survey respondents relating to funding inconsistencies; the stresses of working from project-to-project; and interpretations of a the steep increase in competition for safeguards funding.

- **It may also be of benefit to seek methods of relaying the skills and experience of former IAEA personnel to public and private-sector partners**

**in the safeguards field.** For example, one respondent described leaving her job as a safeguards inspector and being placed in an administrative position by a verification technology development company. Describing a sentiment shared by several other respondents, she felt frustrated by the fact that her experience was treated as more of a novelty than a genuine asset. The result of which, in this case, was her placement in an administrative position, and her employer's failure to leverage the years of experience she had accrued field-testing the very technologies they were endeavoring to improve and develop.

## Q1 What was your role at the IAEA

Answered: 20 Skipped: 0



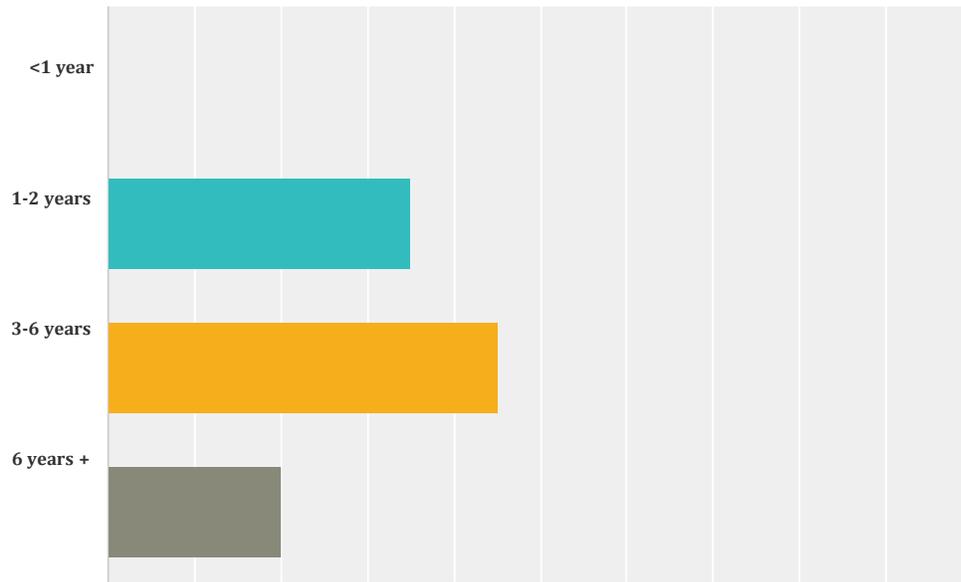
Answer Choices	Responses
Salaried Employee (please specify title and program below)	40.00% 8
Junior Professional Officer (please specify program below)	30.00% 6
Cost Free Expert (please specify program below)	30.00% 6
Other	0.00% 0
<b>Total</b>	<b>20</b>

#	please provide details of position	Date
1	SGIM-ISF	9/28/2015 9:04 AM
2	I worked as a software engineer/statistician for the Safeguards General Analytical Services division (SGAS) of Safeguards. My primary mission was to lead the team that created a new Laboratory Information Management System (LIMS) for the Nuclear Materials Lab in Seibersdorf .	9/23/2015 9:13 AM
3	Contract Maintenance & Performance Monitor Specialist, Resource and Scheduling Manager	9/22/2015 1:15 PM
4	I worked on software for the Rokkasho Reprocessing Plant	9/22/2015 5:59 AM
5	I was a senior training officer, providing training on nondestructive assay.	9/21/2015 8:32 AM
6	Quality Assurance Engineer SGIS	9/21/2015 8:02 AM
7	Remote Monitoring Expert - design, install, maintain remote monitoring systems and provide software support for NDA applications	9/21/2015 7:45 AM
8	Senior Safeguards Analyst	9/21/2015 7:40 AM
9	Nuclear Safeguards Inspector	9/16/2015 4:37 PM
10	SGCP/CTR (NGSI funding)	9/16/2015 7:13 AM
11	Safeguards, Project engineering Team (SGTS). I just began a second assignment in the same team.	9/15/2015 11:29 PM

12	Started as a JPO, transitioned to regular post. Safeguards Information Analyst in the State Factor Analysis Section, SGIM, Department of Safeguards.	9/15/2015 11:38 AM
13	I was a P-4 safeguards inspector.	9/15/2015 10:29 AM
14	JPO, SGIM-ICA/ISF -- collection and analysis of open source information for safeguards, production of Open Source Highlights, assignments to State Evaluation Groups	9/15/2015 6:59 AM
15	I started in SGIM as a JPO for two years, and then moved over to NE as a CFE for three years.	9/15/2015 6:20 AM
16	Nuclear Safeguards Inspector, Operations B. Provide effective program development and management for assessing and developing new missions and technologies at Savannah River National Laboratory in the area of international safeguards and nuclear nonproliferation. Cultivate and develop relationships with other U.S. national laboratories, domestic technical partners, DOE Next Generation Safeguards Initiatives(NGSI), DOE International Safeguards Engagement Program (INSEP), the IAEA, EURATOM, ABACC, and other international organizations to develop the policies, concepts, technologies, expertise, and international safeguards infrastructure necessary to strengthen and sustain the international safeguards system as it evolves to meet new challenges. Develop and deliver training courses and lectures (domestically and internationally) on international safeguards, nuclear nonproliferation, export control, and safeguards related international agreements. Prepare, review, and provide feedback on technical documents on all facets of the nuclear fuel cycle.	9/15/2015 6:19 AM
17	Systems Engineer (Software Developer) for SGIS.	9/15/2015 6:09 AM
18	Department of Safeguards, SGTS, 1 year Nuclear Physicst/Engineer portable monitoring. Department of Safeguards, SGTS, 2 years Nuclear Physicst/Engineer remote monitoring.	9/15/2015 4:42 AM
19	Director, Division of Concepts and Planning, Department of Safeguards	9/15/2015 4:27 AM

## Q2 How long was your appointment?

Answered: 20 Skipped: 0



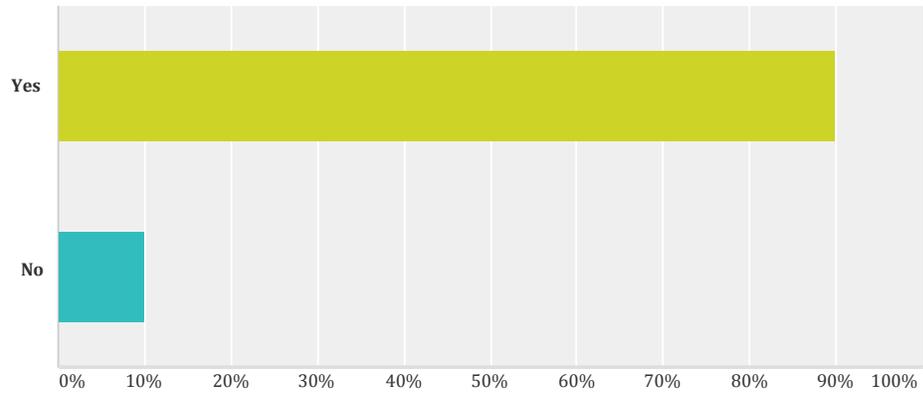
Answer Choices	Responses
<1 year	0.00% 0
1-2 years	35.00% 7
3-6 years	45.00% 9
6 years +	20.00% 4
<b>Total</b>	<b>20</b>

#	Did you renew/extend your original contract? How many terms did you serve?	Date
1	I extended my original 1 year contract an additional 6 months.	9/28/2015 9:04 AM
2	I received two renewals for a total of 40 months.	9/23/2015 9:13 AM
3	Yes - one extension	9/22/2015 1:15 PM
4	No	9/22/2015 5:59 AM
5	No, I served one term.	9/21/2015 8:32 AM
6	8.5 years	9/21/2015 8:02 AM
7	Yes, 2 year, then 1 year at a time and finally a 3 month contract to finish 5 yrs 3 months	9/21/2015 7:45 AM
8	Yes, two renewals	9/21/2015 7:40 AM
9	Yes. One term. I resigned before the renewal came into effect.	9/16/2015 4:37 PM
10	Yes, I renewed my contract twice for a total of 4 years	9/16/2015 7:13 AM
11	Original 2 year term was extended twice (2 years, then 1 year).	9/15/2015 11:29 PM
12	Yes. JPO contract was extended once. Regular post was extended twice to take me to full seven years.	9/15/2015 11:38 AM
13	Yes, I extended my contract 2 times, first to 5 years then to 7 years.	9/15/2015 10:29 AM

14	1+1 contract, Jan 2011 - Jan 2013	9/15/2015 6:59 AM
15	I renewed my original one year JPO contract once, for a second year. My CFE contract was renewed twice, for three years total.	9/15/2015 6:20 AM
16	My original contract was for three years and it was extended twice for a total of four additional years (two 2-year extensions). My family and I decided to come back to the US for personal reasons, before the end of the seventh year.	9/15/2015 6:19 AM
17	No. I ended early due to personal items I had to take care of back home.	9/15/2015 6:09 AM
18	Yes, twice to 3 years.	9/15/2015 4:42 AM
19	Originally hired as Section Head. Appointed to Director's position after 3.5 years. Received long-term contract after 8 years as Director which was renewed until I reached retirement age. I left after 20 years - 7 months before mandatory retirement.	9/15/2015 4:27 AM

### Q3 Do you feel that you returned from your Agency assignment with valuable skills and expertise?

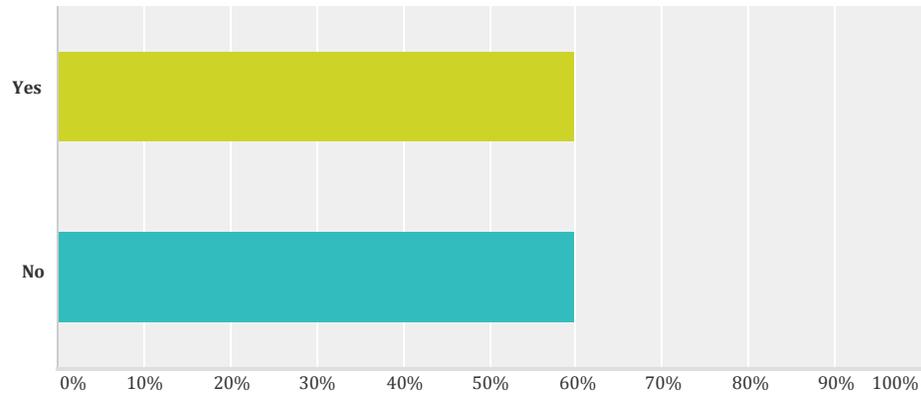
Answered: 20 Skipped: 0



Answer Choices	Responses
Yes	90.00% 18
No	10.00% 2
<b>Total</b>	<b>20</b>

### Q4 Do you feel that your safeguards expertise is recognized, valued and well utilized by your employer?

Answered: 20 Skipped: 0



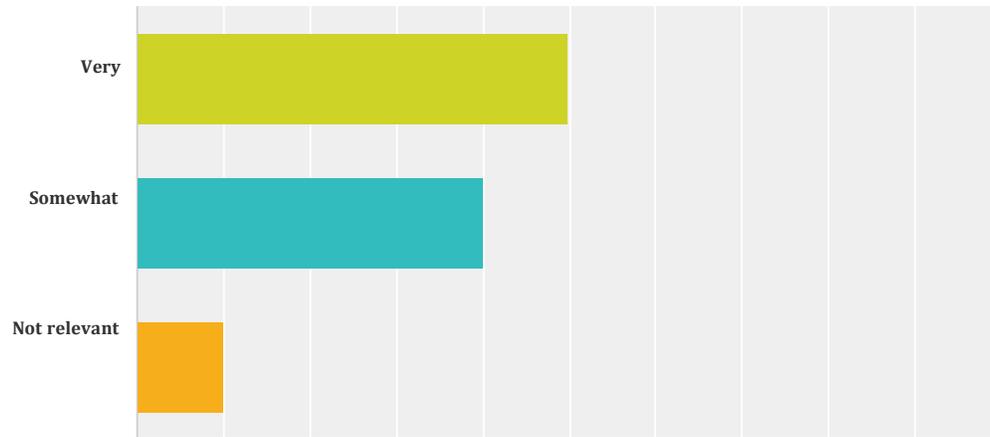
Answer Choices	Responses
Yes	55.00% 11
No	60.00% 12
<b>Total Respondents: 20</b>	

#	If not, please elaborate	Date
1	No. Upon my return to DOE I was placed in a non-safeguards related position.	9/23/2015 9:13 AM
2	Basically work as a product manager. The work at the Agency was considered OK but not the kind of work that Silicon Valley companies look at. At best there was the idea that they over looked the Agency time and I highlighted my time in other software companies. I would have much preferred to have a career possibility at the Agency. Also I took a major risk in not working for a software company (in Product Management) with an idea that I could get a longer term contract with the Agency. Note that some employers were interested in the IAEA as a name, but this was more of a curiosity and considered something "exotic." In the end it worked out for the best but it would have been better to have some kind of a real long term employment possibility with the Agency or to have not worked there at all.	9/22/2015 1:15 PM
3	My experience is recognized and valued, but I don't have any funding to work on safeguards-related projects.	9/16/2015 4:37 PM
4	I checked yes and no, because in some ways LANL has really tried to utilize the training experience. But there don't seem to be many opportunities (and there are missed opportunities). I'm not sure how it could be better, necessarily, apart from being at HQ rather than at a lab.	9/16/2015 7:13 AM
5	While there were great intentions to enlist my expanded knowledge and skills in safeguards-relevant programs at LLNL, I unfortunately belonged (administratively) to a different organization at the lab who needed another set of critical skills that I also possess, precluding my immediate engagement in Safeguards. Nevertheless, I was able to maintain a small engagement with the safeguards organization and participate in a number of activities. The informal agreement and intent was to allow me to expand my role over time to include safeguards activities.	9/15/2015 11:29 PM
6	I feel that while my safeguards expertise is very well recognized by my employer, the actual utilization of that expertise may be hampered by lack of clearance (and the length of time the process is taking).	9/15/2015 11:38 AM

7	<p>My employer does advertise that they support the agency and send people there on assignment, which is true and we do support IAEA in many good and important ways. My employer is very much focused on the technology development and the corresponding training that the agency uses and therefore does not know what to do with a returning inspector because I do not develop equipment. That said, we also help DOE implement other SG technology in the field all over the world. So maybe I can't develop the technology but as an former inspector I could surely help with this since I have the international experience for performing technical work in the field. Since I have been back, not a single such opportunity as arisen. I have a good position as a program manager and have since received a promotion but this job has no international or technical tasking for me. I look at budgets and deliverables, yes for important work but the job does not utilize much of my IAEA experience. I do think that being more expensive and not on the front end of my career also contributes to my tasking. There is not a lot of money in SG to go around for everyone that wants to participate and we really do need to get the early career, less expensive, bright folks out there gaining their needed experience. I also believe there is a low regard for inspectors, to the like of 'they just fill out forms and really don't understand what they are doing'. I do not take it personally but I think that stereotype does exist.</p>	9/15/2015 10:29 AM
8	<p>I was not hired by NNSA or recruited to a national laboratory after my JPO. I sought contractor employment in Washington, DC but was unable to secure a position, purportedly due to a strict hiring freeze in place at the time. Subsequently I started my own company and began subcontracting with national laboratories, building upon my connections to DOE/NNSA and expertise developed at IAEA. I relocated back to Vienna while conducting subcontracting work, and was ultimately recruited back to IAEA as a consultant in the Nuclear Energy department, where I am still employed.</p>	9/15/2015 6:59 AM
9	<p>In the two years since I came back from the IAEA, I've been unable to get a job in the US nuclear/safeguards community. I've tried labs, DOE, NNSA, NRC, think tanks, etc. Totally and completely unable to get a job that utilizes my international safeguards expertise -- and this while the US is negotiating and setting up to verify the Iran deal. I gave up on a safeguards job - I'll be joining a different federal agency in a few days where I doubt highly I'll work on anything nuclear at all.</p>	9/15/2015 6:20 AM
10	<p>It is recognized and valued but not well utilized. I have to go out there and sell my skills to the customers. Right now the bulk of my work comes from NGSF funding ( HCD and INSEP) I have to provide at least 70% of my salary on direct charges to the customer. I get very little exposure to the other groups within the site (aside from the laboratory).</p>	9/15/2015 6:19 AM
11	<p>As a computer programmer, your skills are more like commodities that translate across industries rather than a specialty of a particular industry. This is most likely a plus and not a minus.</p>	9/15/2015 6:09 AM
12	<p>It's complicated, but long story short, if you enter the federal civil service (outside of a national lab), your time at the IAEA does not count as far as career progression is concerned. You will enter as entry-level like other folks coming out of university. This is not necessarily unfair and does tie into your theme as to whether safeguards skills are readily recognized/transferrable. Generally they may get you noticed, but they have very limited applicability which is difficult because it means you do end up having to compete for entry level positions as opposed to early mid-career posts.</p>	9/15/2015 4:42 AM

### Q5 How relevant is the work you performed for the Agency to your current job responsibilities?

Answered: 20 Skipped: 0



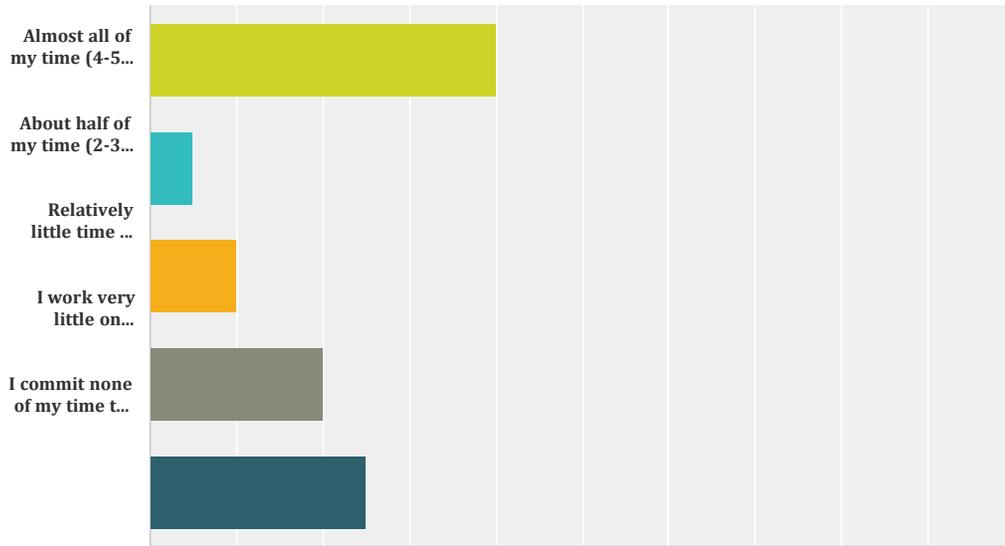
Answer Choices	Responses
Very	50.00% 10
Somewhat	40.00% 8
Not relevant	10.00% 2
<b>Total</b>	<b>20</b>

#	additional comments	Date
1	Both with software development but now I have returned to my roots in Product Management for a profit making enterprise and all that goes with that.	9/22/2015 1:15 PM
2	In the first job I returned to, my Agency work was highly relevant. I've moved forward in career since then, so the relevancy has dropped.	9/21/2015 8:32 AM
3	Please note that I am now working for as a contractor for Safeguards and am still at IAEA.	9/21/2015 8:02 AM
4	I'm doing some training, once in a while, and actually that's enough for me right now. I just hope its enough of a 'return on investment' from the NNSA perspective.	9/16/2015 7:13 AM
5	My position at LLNL was Nuclear Weapon Engineering Surety Portfolio Manager, a position that was primarily concerned with weapon use control and nuclear safety. Most of my activities, from both technical and program management perspectives, were (surprisingly) directly applicable to my previous and current IAEA roles.	9/15/2015 11:29 PM
6	It is not relevant to my main job but I do some small amount of side tasking that is related to safeguards: read some proposals, provide some presentations to students about working at IAEA, help review and add to a couple reports here and there. I am the POC for our safeguards portfolio under NA-22 which is good. I do not perform the work but do help provide some guidance to the Pls for possible applicability, etc. I will for the first time lecture on inspector type activities in a training course but at a different Lab, not here.	9/15/2015 10:29 AM
7	It is my experience with SGIM that has provided me with opportunities to consult, both privately (with national laboratories) and with other organizations at IAEA.	9/15/2015 6:59 AM
8	In terms of job skills, very relevant. I learned how to manage projects, perform analyses, etc. In terms of content? Not at all relevant. See above.	9/15/2015 6:20 AM

9	Again, I was sought because of my experience at the IAEA and I was told my duties were to use my expertise to provide technical assistance to those involved with NA-24 and NA-22 projects. The need for my expertise is limited. The bulk of my time is spent constantly looking to maintain my direct charges at or above 70%.	9/15/2015 6:19 AM
10	Again, complicated.	9/15/2015 4:42 AM

### Q6 Approximately how much of your time do you commit in an average week to safeguards-related work?

Answered: 20 Skipped: 0

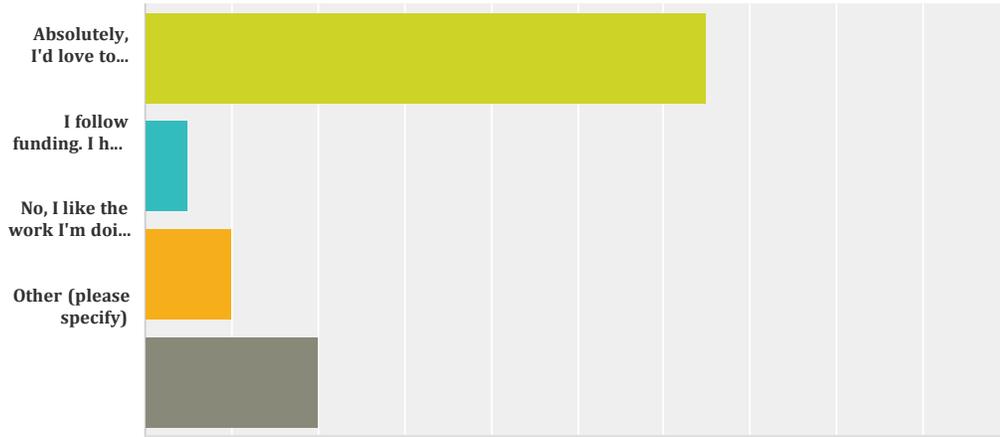


Answer Choices	Responses
Almost all of my time (4-5 days a week)	40.00% 8
About half of my time (2-3 days a week)	5.00% 1
Relatively little time (1 day a week)	10.00% 2
I work very little on safeguards-related projects (<1 day)	20.00% 4
I commit none of my time to safeguards work	25.00% 5
<b>Total</b>	<b>20</b>

#	If the majority of your time is spent on projects unrelated to safeguards, please specify the sponsor and nature of your work	Date
1	General laboratory support. It and statistics related tasks.	9/23/2015 9:13 AM
2	I am now a training officer in the lab-wide training group.	9/21/2015 8:32 AM
3	Nuclear forensics - NA-21 and others	9/16/2015 4:37 PM
4	More of my time is taken up right now with NA-243 verification work, which is a nice change, though probably not permanent.	9/16/2015 7:13 AM
5	See my answer to question 5.	9/15/2015 11:29 PM
6	I am mostly a program manager for work performed for NA-23 (M3). I also do some non-safeguards work NA-21.	9/15/2015 10:29 AM
7	policy and technical implementation aspects of safeguards, nonproliferation and proliferation resistance	9/15/2015 6:59 AM
8	I work for the House Committee on Science, Space and Technology, and they do no safeguards-related work. I'll be moving to the GAO, where again, I expect to do no safeguards-related work.	9/15/2015 6:20 AM

### Q7 Given the choice, would you contribute more of your time to safeguards projects?

Answered: 20 Skipped: 0

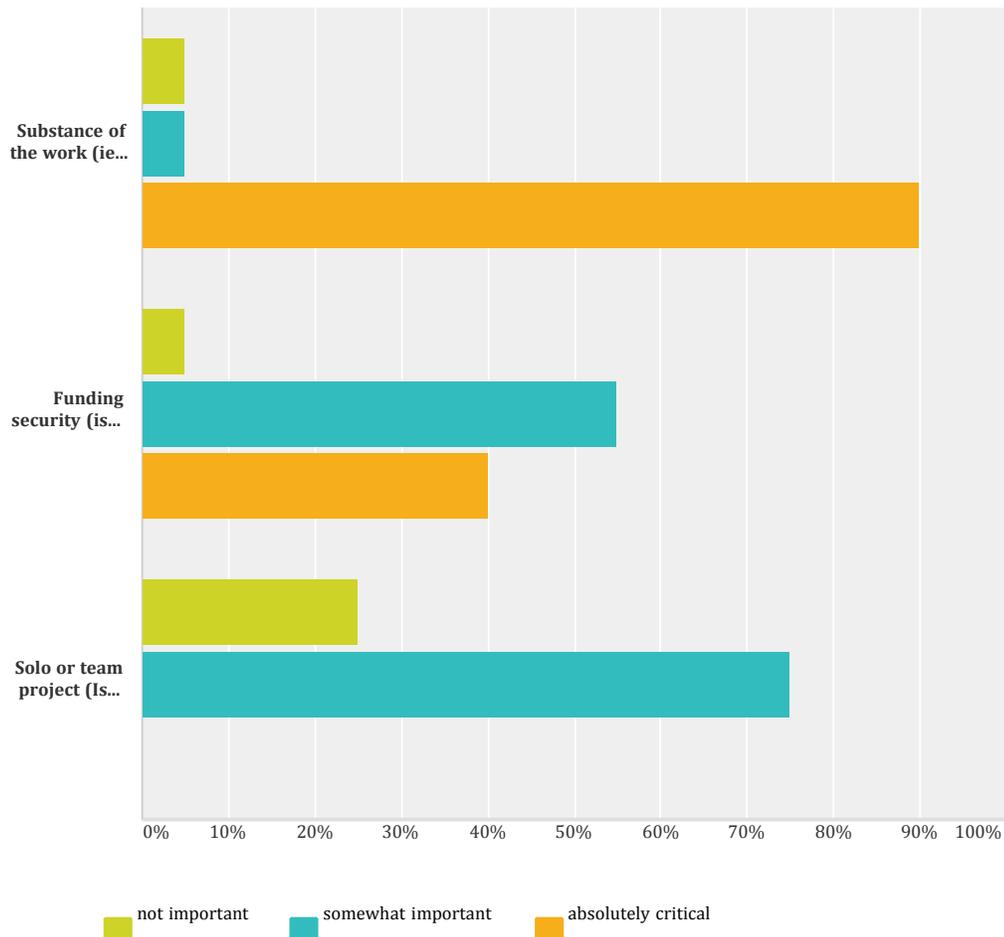


Answer Choices	Responses
Absolutely, I'd love to contribute more of my time to safeguards-related work	65.00% 13
I follow funding. I have no particular preference for safeguards-related work	5.00% 1
No, I like the work I'm doing now, and I'd prefer not to work on safeguards-related projects.	10.00% 2
Other (please specify)	20.00% 4
<b>Total</b>	<b>20</b>

#	Other (please specify)	Date
1	100% of my time is already safeguards related.	9/22/2015 5:59 AM
2	I see little point in working in international safeguards now that Iran has gotten special privileges as the consequences of their clear violations of their agreements with the IAEA, so I'm glad to be doing other work.	9/21/2015 8:32 AM
3	I guess its a mix of all of the above. I like what I'm doing now, but would like to still be doing safeguards-related work.	9/16/2015 7:13 AM
4	I like doing work that is meaningful and interesting. SG work covers those bases, as do other opportunities as well.	9/15/2015 6:09 AM

### Q8 What's most important to you?

Answered: 20 Skipped: 0



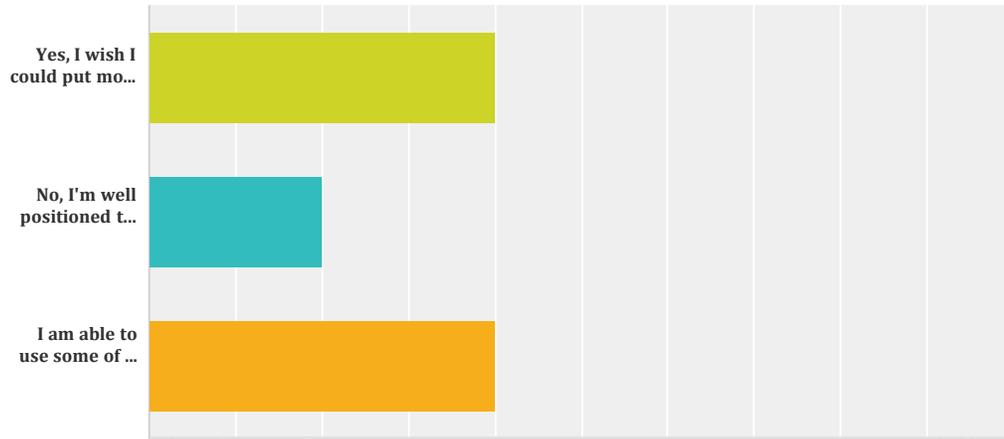
	not important	somewhat important	absolutely critical	Total Respondents
Substance of the work (ie. will I find the work interesting and will it leverage my own interests and expertise?)	5.00% 1	5.00% 1	90.00% 18	20
Funding security (is this likely to bring in steady financing from HQ?)	5.00% 1	55.00% 11	40.00% 8	20
Solo or team project (Is this a team project? who's on the team?)	25.00% 5	75.00% 15	0.00% 0	20

#	general comments	Date
1	What was this question supposed to explore? Important to you with regards to what?	9/23/2015 4:23 AM
2	As a consultant in my 30s, funding security is increasing important. I would prefer to move beyond a project-to-project or year-to-year approach.	9/15/2015 6:59 AM
3	I've studied or worked on safeguards and nuclear nonproliferation issues for over a decade of my life, so it's a field I know well and love. I was really hoping to be able to get a US-based job in the field, but since none was forthcoming and I need a paycheck, well...that's the way it goes, I guess. It is extraordinarily frustrating, honestly, after working with partners from several national labs and offices at NNSA that someone couldn't find an opening for me to continue working on nuclear/SG issues. Especially when I see that a lot of the folks working on verifying the Iran Deal (at State for example) have little to no background in the nuclear/SG field. Bummer for everyone.	9/15/2015 6:20 AM

4	Finding safeguards related funding is difficult. The competition for it is overwhelming and a few labs have the advantage/edge over other labs for several reasons (i.e. a historical relationship with either the IAEA or HQ; some have the funding to have a constant physical presence in DC, etc). Some of the staff at HQ are former employees from these labs or are in detail assignments at HQ. I am not being critical or envious, I am simply stating factors which I believe makes it difficult to get the funding from one FY to the next	9/15/2015 6:19 AM
5	People want job pay commensurate with their years of experience and education level. People want job security because in order to safely transition into adulthood, e.g. Spouse, kids, house and all that, that's what you'll inevitable need. It's no coincidence that many JPO's and former ones who stay at the Agency but have yet to nab long-terms delay these life choices. It is a sacrifice (and frankly it became quickly in my opinion not worth it).	9/15/2015 4:42 AM

**Q9 Do you feel that your safeguards skills & expertise could be better leveraged to serve NNSA's other mission areas? Perhaps in another capacity, or working for another office? (for example: did you become a proficient signals intelligence/imagery analyst, but were asked to perform unrelated work upon repatriating to the United States?)**

Answered: 20 Skipped: 0



Answer Choices	Response s
Yes, I wish I could put more of my acquired skills to use	40.00% 8
No, I'm well positioned to use my acquired skills	20.00% 4
I am able to use some of my skills and expertise, but other offices would benefit from my capabilities as well.	40.00% 8
<b>Total</b>	<b>20</b>

#	If you answered anything but "yes", please elaborate the skills and expertise acquired during your experience at the IAEA that you feel might be of benefit to NNSA's other program offices.	Date
1	I want to increase the amount of country analysis work I do.	9/28/2015 9:04 AM
2	Skills in general safeguards and non-proliferation theory. Experience as team leader.	9/23/2015 9:13 AM
3	I had to choose one of the given answers but None of the above applies to me. Professionally the time at the IAEA was a disaster. It is a unprofessional work environment with little to nothing to acquire in terms skills.	9/23/2015 4:23 AM
4	Again - I have to consider any position to be longer term. Contract with positions ending when I am in my mid 50's would be extremely hard to accept.	9/22/2015 1:15 PM
5	While at the Agency, I was exposed to the challenge of collecting data from unattended systems throughout a plan, the need to automatically analyze some of it and the requirement to then present it to inspectors in meaningful ways. I leverage this experience in my day to day development efforts targeted toward Gas Centrifuge Enrichment Plants.	9/22/2015 5:59 AM
6	Remote monitoring by the IAEA is growing at a rapid rate. Working at the IAEA enabled me to see the long-term goals of supporting inspections with technology instead of more man power. I believe NNSA could use this information to better serve its mission.	9/21/2015 7:45 AM

7	I developed skills in training and working with regulatory bodies (particularly with NPP related topics) that I'm not using now. I think I could do more of this if I worked full time for INSEP (NA-241) but there doesn't seem to be full-time work there, and I'm also interested in branching out past that. So there's a mix of under-utilisation and wanting to do something different...	9/16/2015 7:13 AM
8	the skill and expertise gained through my experience at the IAEA easily transfers to many programs. Much of my work was associated with Project Management, conceptual design and development, and international relations as related to deployment of technology - capabilities that have few boundaries.	9/15/2015 11:29 PM
9	When I think of my experience at the IAEA, I consider the skills that I have acquired to be two-fold: knowledge of safeguards and open source information collection and analysis. Both are recognized by my employer, but in my current position, presently, I do not get to exercise the acquired expertise in OS information collection and analysis, and I wish I could. I believe this set of skills could be highly useful to NNSA, DOE and other USG agencies.	9/15/2015 11:38 AM
10	I probably will be taking a change of station in DC since I can better utilize by past experience. It will not be for a safeguards position but such experience will be better utilized.	9/15/2015 10:29 AM
11	I developed skills that are most analogous to intelligence analysis. I would be glad to apply those skills within government, but thus far my consulting work relates primarily to policy, concepts and approaches. The lack of a government clearance is prohibitive.	9/15/2015 6:59 AM
12	My tenure at the IAEA was an opportunity for me to become familiar with many aspects of the International safeguards regime. As an inspector, I had the opportunity to visit different nuclear facilities, from uranium mines to uranium GCEPs. I had the opportunity to become familiar with the use of several surveillance and containment devices ( ALIS, ALIP, DSOS,SDIS,DMOS, HDIS, COBRAs, VACOSS, EOSS) and NDA equipment (HM-5. IMCN, IMCG, IMCC, SFAT, IRAT, ISOCS, HLNC, AWCC). I also had the opportunity to participate in many training/workshops at several Member States dealing with the use of NDA equipment, domestic inspections, interacting with IAEA inspectors, NMC&A, and SQP/AP protocol requirements	9/15/2015 6:19 AM
13	The Full Monty. Accepted requirements from the operational divisions, field surveyed and designed non-destructive assay systems to meet requirements. Met with representatives of national nuclear and safeguards regulatory bodies and local operators to secure agreement for technical implementation of safeguards. Engineered, built, calibrated and tested the systems. Installed, diagnosed problems and maintained those systems in the field, including in some unpleasant environments. Trained local operators and inspectors in use; providing checklist procedures to the latter. Assisted inspectors in analysis of retrieved data. Etc.	9/15/2015 4:42 AM
14	I have submitted several proposals to NSGI and have asked to be on several other proposals submitted by other labs on a number of safeguards-related projects. As well ORNL is utilizing my expertise on several of their POTAS- supported projects. So I believe my expertise and skills are recognized and being taken advantage of. It's a matter of what gets funded, how much time I have and if my current organization can hire additional staff with safeguards expertise to work with me.	9/15/2015 4:27 AM