

# Office of Environmental Management

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## A Path Forward to High Performance

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February 2008

# Outline

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- National Academy of Public Administration (NAPA) Review
- NAPA Findings
- Office of Management Analysis
- EM Management Initiative
- Summary



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# NAPA Review

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- April 2006 to December 2007
- Primary subject areas covered
  - Project Management
  - Acquisition
  - Human Capital
  - Organization and Management
- NAPA provided 69 Recommendations
- Overall very favorable report based on:
  - On-going initiatives
  - Actions taken in response to NAPA findings



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# NAPA Findings

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- Project Management
  - NAPA applauded the many improvements EM has made
  - Improve tools to manage and oversee project performance
  - Better anticipate and budget for project risks
  - EM's ability to implement improvements at risk because of insufficient staff
- Acquisition
  - EM has made significant progress to improve acquisition process
  - Improve planning and guidance on determining contract type
  - Centralize some acquisition processes
  - A number of other improvements are outside EM's control



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# NAPA Findings (cont.)

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- Human Capital
  - Some critical areas seem understaffed
  - Need to further enhance recruiting at all levels
  - Greater emphasis needed on workload planning
  - Overall staffing should increase by at least 200
- Organization and Management
  - Need to strengthen Chief Operations Office which oversees field activities
  - Better define roles and responsibilities
  - Establish Office of Management Analysis to better inform decision-making



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# Office of Management Analysis

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- Define organizational roles & responsibilities
- Analyze policies, directives, and decisions which could impact EM
- Proactively identify ways to improve business processes
- Institutionalize changes and process improvements
- Implement the EM-Management Initiative (EM-MI)



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# What is EM-MI?

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A systematic management approach that will enable EM to accomplish its mission through:

- Clearly defined roles and responsibilities (especially Headquarters and the Field)
- Disciplined systems and processes
- Useful tools and job aids
- A management approach that emphasizes results

To achieve excellence, each of these elements will be **continuously improved or reengineered**



# Why the EM-MI Approach to Improvement?

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- Provides an organizing framework for organizational improvement
- Helps communicate the Assistant Secretary's vision
- Provides a systems approach to improving management processes creating organizational synergy
- Allows proper emphasis on consistent implementation of safety, health, and environmental protection
- Shows staff and stakeholders that the management pieces are integrated and working together – everyone is on the same page
- Establishes a systems approach to identify and fix duplication and/or gaps in management practices
- Provides better communication between EM and other DOE offices and with Federal, State, local, and American Indian entities
- Provides a context for implementing NAPA recommendations





# Summary

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- EM has a number of major initiatives and priorities for FY 2008 to provide more rigor and to better deliver the program within cost and schedule.
- EM's goal is to be best-in-class
- “Panel is optimistic that, with the changes underway, EM is on a solid path to becoming a high performing organization.” (NAPA-12/07)



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