



EM Environmental Management

safety ❖ performance ❖ cleanup ❖ closure

Office of Management Analysis



*Delivering on
Commitments -
Positioned for the Future*

Presented to:

Waste Management Symposium

Presented by:

Jim Fiore, Director

Office of Management Analysis

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Mission

Staying Focused on Continuous Improvement

Delivering on Commitments – Positioned for the Future



- Responsible for integration of processes that cut across the entire EM organization
- Serves as the catalyst for helping EM improve the way it does business
- Integrates the missions of each of the offices of EM's Deputy Assistant Secretaries
- Ensures that recommendations from EM program advisors (e.g., the Environmental Management Advisory Board) are implemented

EM-6 conducts EM-wide analysis of processes to ensure consistent, efficient, and effective business practices



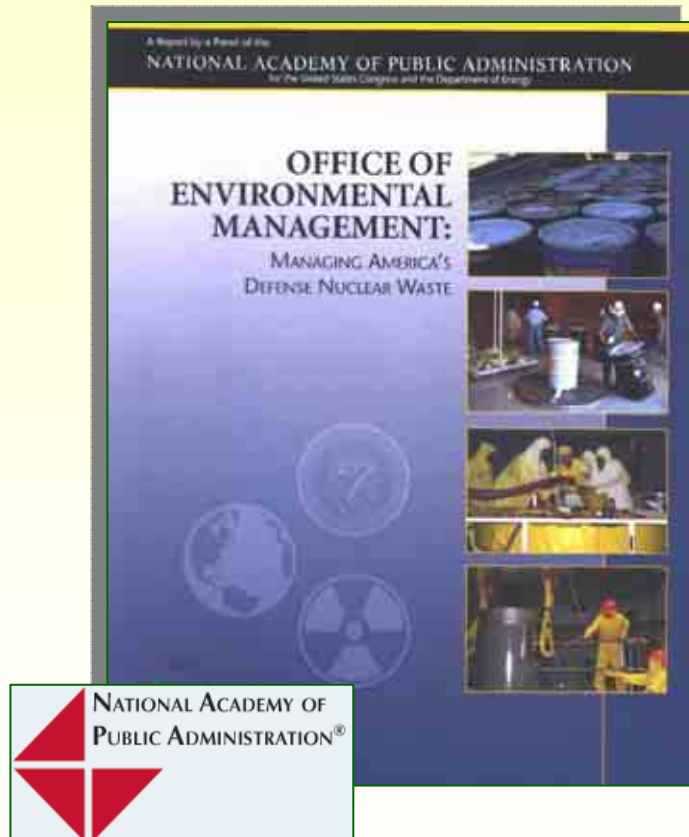
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Accomplishments

Implementing Improvements

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- Congress directed an independent review of EM by the National Academy of Public Administration (NAPA)
- NAPA reviewed EM's project management, acquisition, and human capital activities
 - Report issued December 2007
- Acknowledged recently completed improvements and many others that are underway
- EM has completed 67 of 69 recommended actions – remaining 2 will be done in 2009

"EM is on a solid path to becoming a high performing organization"



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Accomplishments

Transition Activities for Obama Administration

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- Led and coordinated all EM activities in preparation for incoming Administration
- Served as focal point for flow of transition information and guidance between EM and other Departmental elements
- Briefed stakeholders on transition
 - Energy Communities Alliance
 - Environmental Council of the States
 - National Association of Attorneys General
 - National Conference of State Legislatures
 - National Governors Association
 - State and Tribal Government Working Group



Path Forward

American Recovery and Reinvestment Act - 2009

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- Focusing on “shovel ready, boots on the ground” projects contributing to footprint reduction and small site completions
- Requiring rapid deployment of resources with transparency of activities and accountability for results
- Developing dedicated EM Project Team
 - Safety/Operational Readiness
 - Project Management
 - Budget
 - Contracting
 - Regulatory
 - Communications



EM-6 is working with EM Recovery Act Project Team to ensure effective, auditable business processes



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Path Forward

Fiscal Year 2009 Management Initiatives

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Achieve Excellence in Leadership

- Human capital
- Mentoring and coaching
- Workforce planning

Improve Project Performance

- Capital/Construction Projects
 - Re-engineer performance reporting and evaluation
 - Improve Federal Integrated Project Team (IPT) capabilities and oversight competencies
 - Utilize a Technical Authority Board
- Cleanup Projects
 - Improve time and cost performance

Path Forward

Fiscal Year 2009 Management Initiatives

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Improve Alignment Between EM Headquarters (HQ) and Field Offices

- Streamline decision making and optimize performance
 - Clarify core functions of Field and HQ
 - Communicate HQ policy positions, priorities, and initiatives to maintain alignment more effectively

Establish Strategic Options for the EM Portfolio

- Tank waste management approach
- Nuclear material disposition approach
- Site closure and footprint reduction
- Re-utilize EM's assets in an Energy Parks Initiative
- Reduce fixed/hotel costs
 - Understand costs to maintain a safe and secure posture



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Path Forward

Best in Class Project and Contract Management

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- Improve project management and contract management performance
- Overcome six challenges to achieving Best in Class
 - Filling federal staffing shortages
 - Integrating project management and contract management
 - Further developing project oriented culture
 - Maintaining project baselines
 - Consistently implementing DOE Order 413.3A on Project Management
 - Defining role of EM Headquarters

Actions are underway to address the challenges



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Path Forward

Best in Class Project and Contract Management

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- Improve technical and engineering capabilities, and performance of integrated project teams
- Model integrated project teams to include
 - Strengthen authority of Federal Project Directors over teams
 - Enhance access to subject matter experts
 - Require teams to be fully integrated with Federal and contractor personnel
 - Clarify roles and responsibilities of Federal Project Directors and team members

Institutionalize Best in Class project and contract management



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Path Forward

Maintaining EM's Momentum

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- Continue to analyze business processes to enhance performances
- Serve as a catalyst and work with all parts of EM to better deliver projects within cost and schedule

Deliver on Commitments; Position for the Future