



U.S. DEPARTMENT OF  
ENERGY

***Hot Topics  
in  
U.S. DOE Environmental Management***

**WM 2012 Symposia  
Phoenix, Arizona**

**February 27, 2012**



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# Hot Topics In U.S. DOE Office of Environmental Management

## Panel Members:

- Mark A. Gilbertson, DAS for Site Restoration
- K. G. Picha, DAS for Tank Waste & Nuclear Material (Acting)
- Frank Marcinowski, DAS for Waste Management
- Matthew Moury, DAS for Safety, Security, and Quality Programs
- J. E. Surash, DAS for Acquisition & Project Management
- Desi A. Crouther, Director, Office of Human capital



# Hot Topics In U.S. DOE Office of Environmental Management

**Mark A. Gilbertson**  
**Deputy Assistant Secretary**  
**Site Restoration**



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# Office of Site Restoration

- The mission of the Office of Site Restoration is:
  - To identify and advance strategies to plan and optimize EM soil and groundwater remediation, deactivation & decommissioning and facility engineering projects and processes
  - To ensure optimized management of these projects and technical practices and to incorporate transformational technologies and sustainability factors into remediation
  - To ensure technically sound environmental and public health risk evaluations and performance assessments in selecting remedies and disposal sites
  - To promote long-term protectiveness and to ensure environmental compliance across the EM complex
- The Office of Site Restoration is comprised of three offices:
  - Environmental Compliance
  - Soil and Groundwater Remediation
  - Deactivation & Decommissioning and Facility Engineering



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# FY2011 and FY2012 Accomplishments

- Reduce the active footprint by almost 70 % from 931 to approximately 287 square miles by 9/30/2012.
- Issue the Tank Farm Closure and Waste Management Environmental Impact Statement for Hanford.
- Closure of Tanks 18 and 19 at SRS under FY2005 NDAA Section 3116.
- D&D of P and R reactors at SRS.
- Completion of pump and treat facility at Richland.
- Begin operation of the Biomass Co-generation Facility at the SRS saving an estimated \$34 million in energy, operations and maintenance costs and reducing air emissions by eliminating the current coal and oil burning powerhouse.
- Initiate NEPA analysis for the proposed construction and operation of a pipeline to supply natural gas versus diesel fuel for the Hanford Waste Treatment Plant and tank farms to reduce overall lifecycle costs and greenhouse gas emissions.



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# Goals Related to Site Restoration

- Goal: Reduce the life cycle cost and accelerate cleanup of the Cold War.
  - Perform strategic reviews of site cleanup approaches to ensure maximum return on taxpayer investment
  - Work with regulators and stakeholders to develop a joint vision of compliance and cleanup end states
  - Use risk informed decision making to improve priority setting
- Goal: Execute the EM mission in a Sustainable Manner.
  - Develop strategies to execute sustainable solutions for site remediation
  - Continue to work with EPA , OMB, and other regulators and stakeholders to implement these strategies



# Hot Topics for Site Restoration

- Continue progress toward reducing EM's footprint by approximately 90%
  - Site restoration activities remain at 17 sites with a total of 318 square miles across 11 states
  - Costs and risks increase over time
  - EM has many as 200 major enforceable milestones to meet annually
  - Thousands of facilities still need to be deactivated and decommissioned with additional facilities to come from NNSA and SC
- Improve national program planning for D&D and soil and groundwater remediation



# Hot Topics for Site Restoration

- Improve sharing of lessons learned across the complex for restoration efforts
- Develop innovative technical solutions and scientific approaches to improve site restoration and to address challenging problems
- Develop best practices for closure and monitoring of contaminated sites
- Strengthen communities of practice for
  - Remedy reviews
  - Compliance
  - Risk/Performance Assessments
- Continue to support asset revitalization efforts at EM sites





# Hot Topics In U.S. DOE Office of Environmental Management

**Kenneth G. Picha**  
**Acting Deputy Assistant Secretary**  
**Tank Waste and Nuclear Materials**



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# Journey to Excellence Goal 1:

Reduce the life-cycle cost and accelerate the cleanup of the Cold War legacy

**Objective 1: Completion of the three major tank waste projects within the current approved baselines. (i.e., Sodium Bearing Waste Treatment, Salt Waste Processing Facility, and Waste Treatment Plant)**

## Sodium Bearing Waste Facility

Construction complete 2011  
(operational 2012)



## Salt Waste Processing Facility

Construction complete  
2014 (operational 2014)



## Waste Treatment Plant

Construction complete  
2016 (operational 2019)  
**(Current Baseline)**



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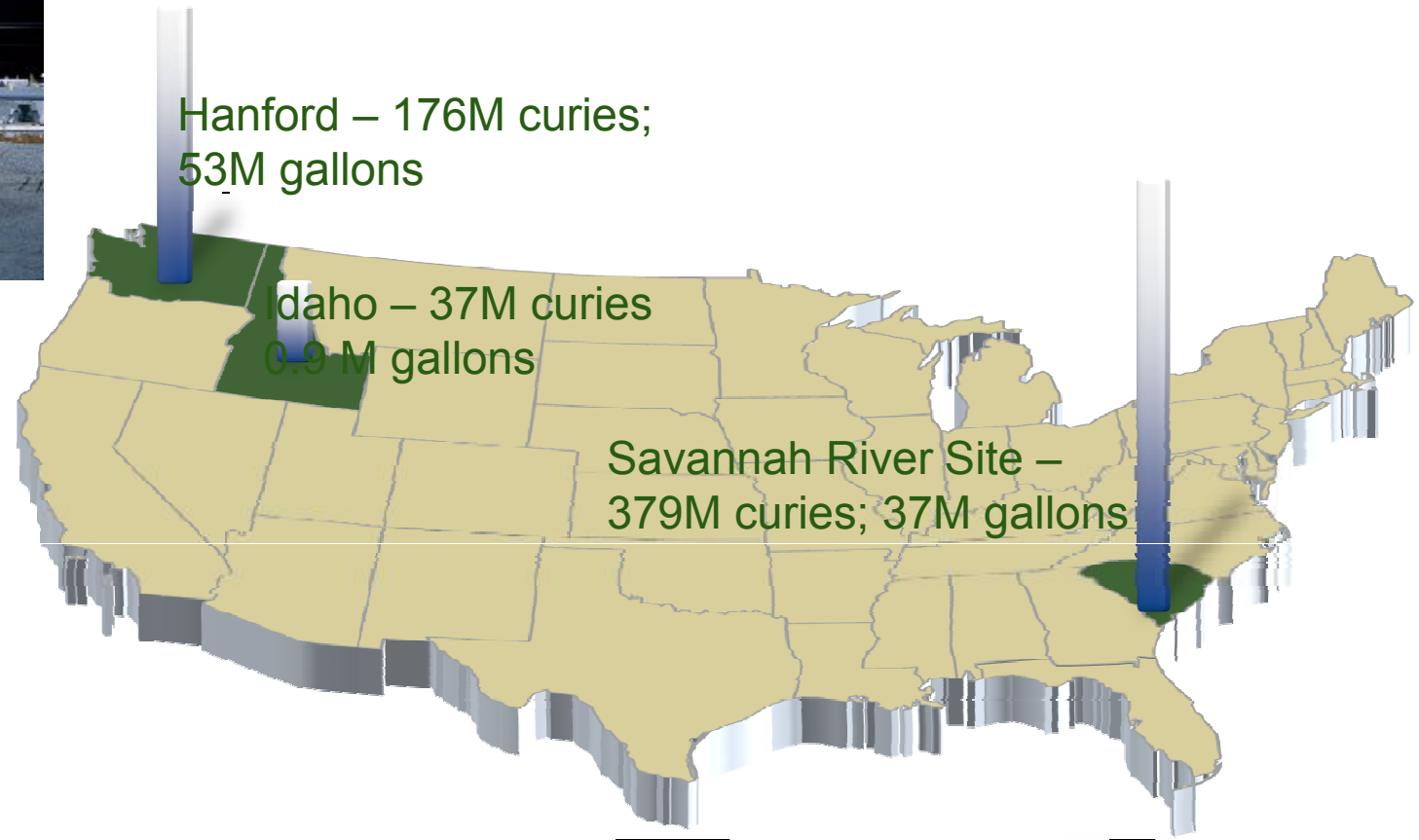
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# *Journey to Excellence Goal 1:*

*Reduce the life-cycle cost and accelerate the cleanup of the Cold War legacy*

.... to treat 90M gallons / ~600M curies of radioactive tank waste.



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# *Journey to Excellence Goal 1:*

*Reduce the life-cycle cost and accelerate the cleanup of the Cold War legacy*

## *Objective 1 – Key Strategies*

- Identify strategic investments for enhancing tank waste treatment and disposition.
- Work with the Federal staff, contractors, and union representatives to ensure that the projects have the tools necessary to succeed in the most effective manner. This could include technology resources, innovative tools to maintain motivation, and a strong owner's presence.
- Establish an integrated design/engineering testing and commissioning framework to support project teams and enhance technical decision-making.
- Enhance the use of Construction Project Reviews to identify and assist in resolution of key project issues regarding scope, cost, schedule, project risk management, and technical approach.



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# *Journey to Excellence Goal 1:*

*Reduce the life-cycle cost and accelerate the cleanup of the Cold War legacy*

## *Objective 1 – Success Measures*

- Maintain cost/schedule performance indices for tank waste construction projects at a value greater than 0.80 (6 month rolling average) for 90% of monthly reporting periods.
- For WTP, SBW, and SWPF: Complete 80% of critical construction schedule milestones within a month of planned date.
- Begin operations of the Sodium Bearing Waste Treatment Facility in Idaho by April 30, 2012.
- Demonstrate successful bulk retrieval at Hanford using the Mobile Arm Retrieval System (MARS) by June 30, 2012.



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## ***Journey to Excellence Goal 1:***

*Reduce the life-cycle cost and accelerate the cleanup of the Cold War legacy*

### *Objective 1 – Success Measures (continued)*

- Achieve an annual target of 1,271,000 gallons of high level liquid waste eliminated from inventory by September 30, 2010.
- Achieve an annual target of 6 liquid waste tanks closed.
- Achieve an annual target of 230 containers of high-level waste packaged for final disposition
- Begin closure of Tanks 18 and 19 at the Savannah River Site F-Tank Farm by July 31, 2012.



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## ***Journey to Excellence Goal 1:***

*Reduce the life-cycle cost and accelerate the cleanup of the Cold War legacy*

### **Objective 4: Disposition of radioactive waste and materials.**

#### *Objective 4 – Key Strategies*

- Develop strategic options for disposition of spent nuclear fuel (SNF) and special nuclear material (SNM).

#### *Objective 4 – Success Measures*

- Begin processing vulnerable used nuclear fuel in H Canyon at Savannah River by September 30, 2012.
- Begin producing MOXable plutonium oxide in HB-Line in FY 2013.



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# Hot Topics In U.S. DOE Office of Environmental Management

## Frank Marcinowski Deputy Assistant Secretary Waste Management



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# Office of Waste Management (EM-30)

- The mission of the Office of Waste Management is:
  - To identify and advance strategies to plan and optimize EM waste management projects and processes;
  - To ensure optimized management and disposition of certain excess material inventories having potential asset value; and
  - To ensure safe and efficient packaging and transportation systems necessary to achieve waste and materials disposition EM-wide.
  
- Waste Management is comprised of three offices:
  - Disposal Operations
  - Disposition Planning and Policy
  - Packaging and Transportation



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# FY2011 and FY2012 Accomplishments

- In 2011, continued progress in disposition of transuranic (TRU) wastes
  - Completed 10,000 shipment to WIPP
  - Initiated use of TRUPACT-III shipping cask
  - Completed 1,040 shipments of TRU waste to WIPP, resulting in over 7,300 m<sup>3</sup> disposed
  - Removed all legacy TRU waste from three small quantity sites
- Optimized low level and mixed low level waste disposal activities throughout the complex
  - At Nevada, began operations at new mixed waste disposal facility (January 2011)
  - Disposed of over 50,000 m<sup>3</sup> of waste at Nevada, while reducing cost of operations
- Published draft GTCC LLW Disposal EIS
- Negotiated framework agreement with State of New Mexico, prioritizing removal of combustible above grade TRU waste from Los Alamos National Lab
- Published first waste incidental to reprocessing determination, pursuant to DOE Order 435.1 (regarding West Valley melter)



# Goals Related to Waste Management

- Goal: Reduce the life cycle cost and risks of nuclear legacy cleanup
  - Objective: Disposition radioactive waste and materials
    - Develop a strategy for recycling nickel for unrestricted release and brief DOE leadership on proposed strategy
    - Develop preferred alternative for the disposal location(s) for Greater-than-Class C low level radioactive waste and DOE GTCC-like LLW
    - Develop a corporate strategy for disposition of defense high level waste that incorporates the Department's expertise with geologic repositories and considers the recommendations of the Blue Ribbon Commission



# Hot Topics in Waste Management

- Response to Blue Ribbon Commission Report and Recommendations
  - Intra-Department task force has been formed and is working to develop strategies
  - EM fully involved
- Greater Than Class C Low Level Waste Disposal EIS
  - Final EIS under development, to include preferred alternative
  - Expect to publish final in late calendar year 2012
- Development of strategy for potential decontamination and recycling of nickel from gaseous diffusion plants
  - Senior DOE management have been briefed on proposed strategy, involving phased evaluations and decisions
  - Technical evaluation under development by Portsmouth site contractor
- Excess Uranium management strategies
  - Bartering continues to support Portsmouth D&D activities
  - Congressional interest in potential enrichment of high assay DUF6 tails; evaluations continue
  - FY 12 Appropriations requires Report to Congress on Economic Feasibility of Enrichment



# Hot Topics in Waste Management

- Prioritization of above grade TRU waste removal from LANL
  - Framework Agreement developed and shared in January
  - Establishes goal to remove 3,706 m<sup>3</sup> of above grade TRU by June 30, 2014
  - By December 31, 2012, DOE will develop a schedule for disposition of below grade TRU.
- Continuing progress toward 90% completion of legacy TRU disposition by end of FY 2015
- Cleanup activities at SPRU site
  - Efforts to stabilize conditions at site continue
  - Path forward for continued cleanup under evaluation
- Completion of 2<sup>nd</sup> large quantity TRU site within sight
  - Remediation and packaging of SRS Legacy TRU waste will complete later this year
  - Shipments will continue into FY 2013
- Ongoing acquisition for operations of WIPP facility
  - Bids received and under review
- Competitive acquisition for commercial LLW/MLLW disposal services underway
- Revision of DOE Order 435.1, *Radioactive Waste Management*



# Hot Topics In U.S. DOE Office of Environmental Management

## **Matthew Moury** **Deputy Assistant Secretary** **Safety, Security, and Quality Programs**



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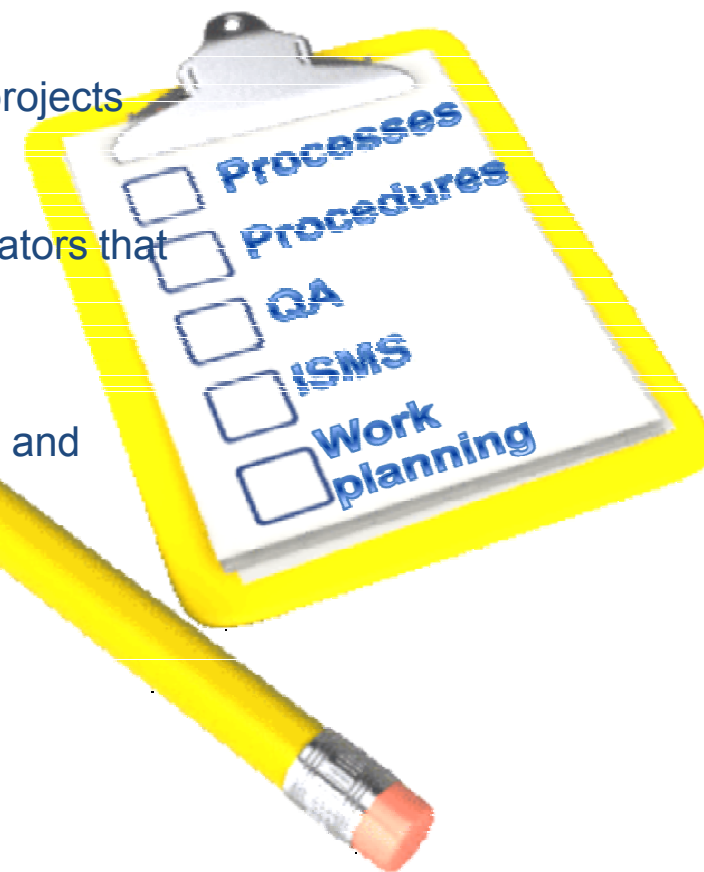
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*Journey to Excellence Goal #2: <sup>h1</sup>improve safety and quality performance towards a goal of zero accidents, incidents, and defects and continue to improve the EM Complex-Wide Safety Culture.*

# SAFETY

- Safety is our first priority and a core value. EM will continue to foster a safety culture that promotes quality work in a safe and secure manner.
- Integrated Safety Management is the process to ensure EM sites and projects integrate safety, security and quality throughout their lifecycle.
- EM will study its activities and use safety and quality performance indicators that are applicable to the variety of operations found at EM sites to evaluate performance.
- EM Headquarters and Field elements will identify and deploy strategies and approaches to ensure strong safety cultures are in place.
- Use sound science and engineering along with developing a proactive relationship with the Defense Nuclear Facilities Safety Board (DNFSB) to expeditiously resolve concerns and issues.



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## Slide 23

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**h1**

yesterday at the DAS meeting, Shari mentioned that we are renumbering the goals to make safety number 1. Suggest checking with Harms.  
huttoja, 24/02/2012



# FY2012 Performance Metrics

- Maintain an average Total Recordable Case rate of <1.3 and a Days Away from Work, Restricted Work or Transfer case rate of <0.6 – 0.7.
- Ensure that at least 95% of defective equipment and/or software procured from subcontractors and prime contractors are detected before installation at a nuclear facility.
- Attain a level of zero to 20 percent overdue action items resulting from DNFSB letters or recommendations, as identified in the DOE Safety Issues Management System.
- Develop a proposal for reducing and/or streamlining security requirements of D&D operations at EM sites to accelerate the completion of D&D operations and reducing the site footprint.



# FY2011 Accomplishments

- TRC rate – 0.78, DART rate – 0.32. Rates have dropped about 30 and 33 percent, respectively from FY 2009 to FY 2011. Rates are significantly lower than comparable industries.
- Partnered with our Energy Facility Contractors Group (EFCOG) and major contractors that support EM work in order to develop and enhance work planning expectations and best practices in the field,
- Incorporated a definition of Safety Culture, and focus areas, behaviors and attributes of a strong Safety Culture in the Department's Integrated Safety Management System (ISMS) Guide,
- Provided direction to field managers, formalized guidance and metrics, and provide site QA oversight and assist visits to ensure that equipment and/or software procured from vendors, subcontractors, and prime contractors are free from defect before installation in nuclear facilities.



# FY2011 Accomplishments

- Focused our field oversight on improving the Contractor Assurance Programs as a result of our concerns with recurring events.
- Place increased emphasis on beryllium disease prevention program implementation and developed a beryllium disease prevention program Criteria Review and Approach Document.
- Instituted Construction Project Reviews which include review of Environmental, Safety, and Health and Quality Program implementation at our major construction projects.
- Issued the Commercial Grade Dedication Guide
- Issued of the Quality Assurance in Design Guide
- Developed contract language for addressing Suspect and Counterfeit Items in electronic components



# Hot Topic - Continued Emphasis on Integrated Safety Management and Improving Safety Culture

- Continued focus on annual ISM declarations – foundation for safety culture improvements.
- Reviews by the Defense Nuclear Facilities Safety Board and DOE Office of Health, Safety and Security identified weaknesses with the Hanford Waste Treatment Plant safety culture.
- DOE's plan
  - Take actions to improve safety culture at WTP.
  - Throughout DOE
    - Review safety culture at 5 major construction projects and major sites.
    - Develop and deliver safety culture training.
    - Perform safety culture reviews across the DOE complex.
    - Develop safety culture sustainment tools to ensure continuous improvement.



# Safety culture tool for everyday use

- Safety culture is an organization's values and behaviors modeled by its leaders and internalized by its members, which serve to make safe performance of work the overriding priority to protect the workers, public, and the environment. (ISMS Guide)
- Three safety culture focus areas: Leadership, Employee/Worker Engagement, Organizational Learning.
- Under Organizational Learning is the Questioning Attitude attribute
  - Individuals cultivate a constructive, questioning attitude and healthy skepticism when it comes to safety. Individuals question deviations, and avoid complacency or arrogance based on past successes.
- What questions should be asked?
- Integrated Safety Management provides the framework.
  - What am I trying to do?
  - What are hazards I will be exposed to?
  - Do I have adequate controls to protect me, and are they in place?
  - Next time - could I do it better/safer/cheaper?



Take it home!



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## Slide 28

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**h2**

suggest quoting the full definition from the ISMS guide. Small changes are important, the guide definition is "the" overriding priority, not just "an" overriding priority, as if there are many. As well, the full definition says: "safe performance of work" is overriding, we're not just here to produce safety, we have to get something done, safely. And finally, it mentions protecting workers, public, and environment, which defines a scope quite broad.

huttoja, 24/02/2012

# Hot Topics In U.S. DOE Office of Environmental Management

**J. E. Surash**  
**Deputy Assistant Secretary**  
**Acquisition & Project Management**



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# *Journey to Excellence Goal 3: Improve Contract and Project Management*

***Improve project, budget, and contract management with the objective of delivering results on time, within cost, and with world-class technical competencies***

- Improve project management
- Improve budget management for project success
- Improve contract management
- Deliver results on time, within cost

**Outcome: Improved Contract and Project Management that results in getting off the GAO High-Risk List**



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# Journey to Excellence Goal 3: Improve Contract and Project Management

## GAO Criteria to Demonstrate Success



### High-Risk List: Department of Energy Contract Management

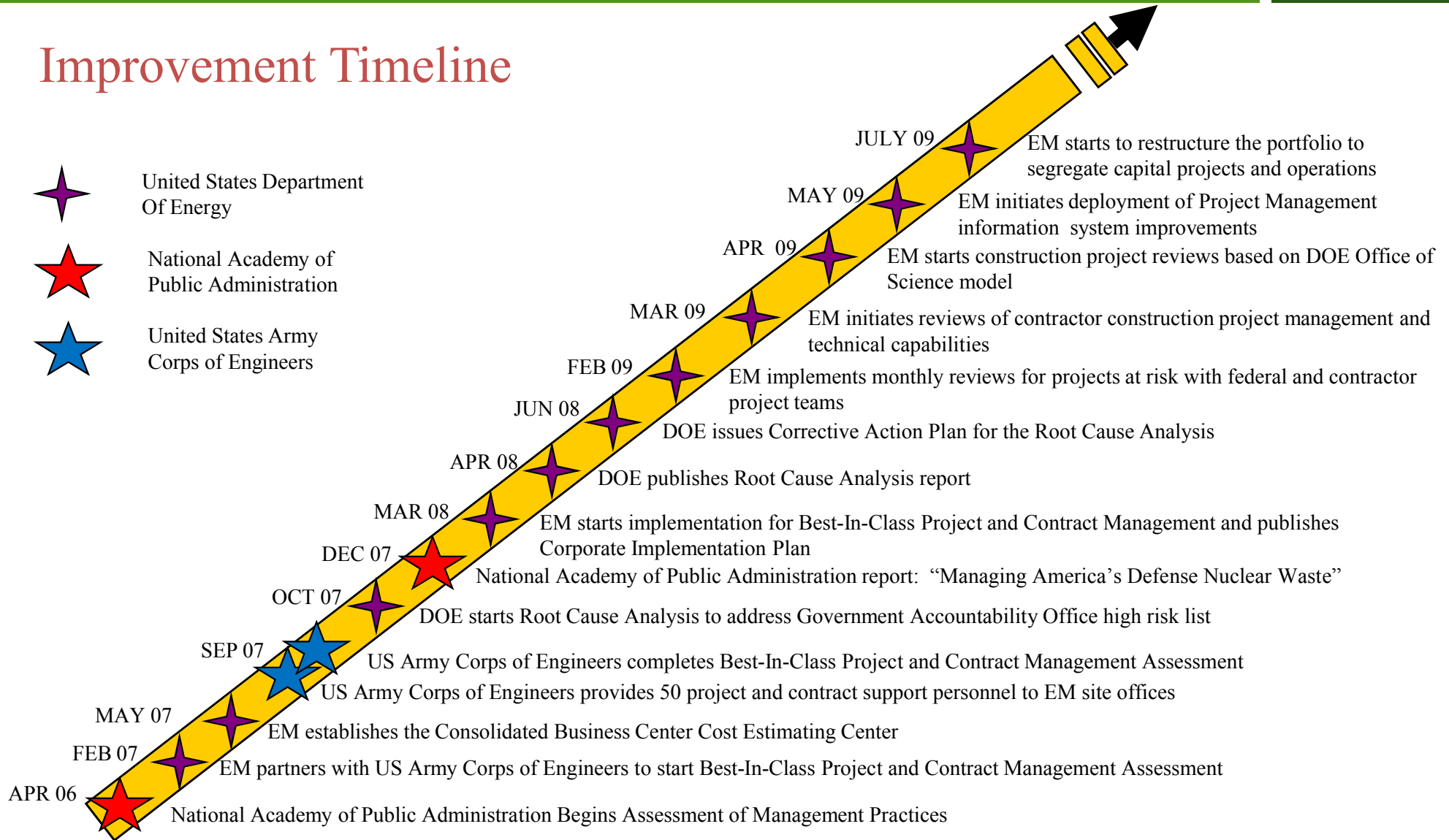
| Criteria Agencies Must Meet Before High-Risk Designations Can Be Removed   | DOE Has                             |                                     |
|--|-------------------------------------|-------------------------------------|
|  | Met Criteria                        | Not Yet Met Criteria                |
| Demonstrate strong commitment and leadership   | <input checked="" type="checkbox"/> |                                     |
| Demonstrate progress in implementing corrective measures   | <input checked="" type="checkbox"/> |                                     |
| Develop a corrective action plan that identifies root causes, effective solutions, and a near-term plan for implementing the solutions | <input checked="" type="checkbox"/> |                                     |
| Have the capacity (people and resources) to resolve the problems   |                                     | <input checked="" type="checkbox"/> |
| Monitor and independently validate the effectiveness and sustainability of corrective measures   |                                     | <input checked="" type="checkbox"/> |



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# Journey to Excellence Goal 3: Improve Contract and Project Management

## Improvement Timeline



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# Journey To Excellence Goal 3: Improve Contract and Project Management

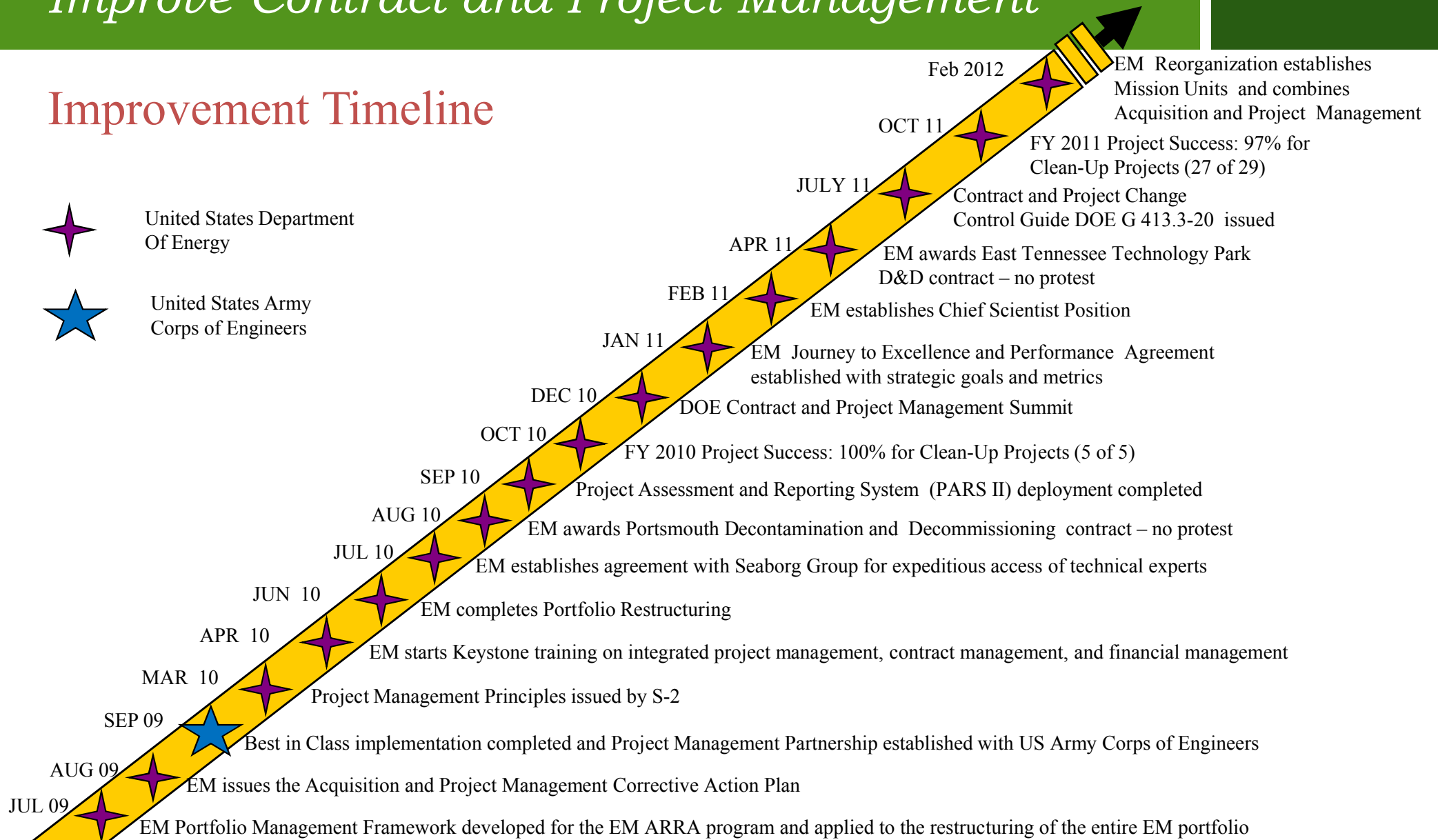
## Improvement Timeline



United States Department  
Of Energy



United States Army  
Corps of Engineers



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# Journey to Excellence Goal 3: Improve Contract and Project Management

## Goal Champions

Jack Surash, Bill Murphie

## Goal 3

Improve Contract and  
Project Management



## Key Outcome Metric

Removal from GAO High Risk List  
for Contract Management

## Key Strategies



## Annual Performance Agreement

Signed by EM Senior Leadership



## Success Indicators

## Key Improvement Initiatives

## Improvement Action Leads



# *Journey to Excellence Goal 3:* *Improve Contract and Project Management*

## *Key Strategies*

- Use the internal quality assurance process to continue to monitor and independently validate the effectiveness and sustainability of corrective measures. (GAO Criteria)
- Monitor contract and project management staffing and skill levels to sustain the needed capacity for Federal oversight of the EM mission. (GAO Criteria)
- Improve and expand the use of independent contract and project reviews, construction project reviews, peer reviews, and external independent reviews to ensure contracts and projects are meeting mission requirements.
- Strengthen the integration of acquisition, budget and project management processes.
- Establish EM's policy for planning, executing and reporting performance of EM's portfolio of non-capital asset operations activities.



# *Journey to Excellence Goal 3: Improve Contract and Project Management*






## *Key Strategies*

- Become a stronger owner by holding contractors accountable and pursue partnering relationships to create win-win scenarios.
- Develop EM-specific cost estimating policy, guidance, historical cost databases, and expertise to improve our ability to perform Independent Government Cost Estimates as well as Independent Cost Reviews and validation of contractor-generated cost estimates.
- Optimize the use of small and minority owned businesses.
- Improve the contract management approach by shifting away from the past M&O culture in order to take full advantage of the provisions of FAR Part 15 contracts.



# Journey to Excellence Goal 3: Improve Contract and Project Management

## FY 2011 Key Success Indicators

| Performance Metric  | Status  | FY 2011 Results   |
|---|---|---|
| 1. Complete 90 percent of capital asset projects (initiated after the DOE Root Cause Analysis report was issued) within 10 percent of original cost and schedule performance baselines unless otherwise impacted by a directed change by 9/30/11. |    | EM completed 94% (32 of 34) of capital asset projects .   |
| 2. Maintain at least 95 to 98 percent (meets/exceeds, respectively) of project performance data reporting in IPABS/PARS II error free by 9/30/11.   |    | Data from PARS II was accurately captured into IPABS and correctly reported at the Monthly Project Reviews. |
| 3. Approve 80 percent of contract performance baselines within 180 days from contractor's final accepted submission.  |   | 2 out of 2 for FY 2011.<br>- Mission Support Contract (RL)<br>- TRU Waste Processing Facility Contract(OR)  |
| 4. Finalize 80 percent of change orders within 180 days.  |  | 97% of change orders (1,346 of 1,390)   |
| 5. Negotiate 90 percent of project changes that require contract modifications in advance of Acquisition Executive approval by 9/30/11.   |  | 31 changes were approved; 18 negotiated before AE approval and 13 did not require contract modifications.   |



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


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# Journey to Excellence Goal 3: Improve Contract and Project Management

## FY 2011 Key Success Indicators

| Performance Metric   | Status  | FY 2011 Results   |
|--|---|---|
| 6. Manage life-cycle costs within five percent of current EM program portfolio using FY 2011 Budget and Planning Guidance by 9/30/11.                      |    | EM's complex-wide LCC estimate (as contained in IPABS) is less than 0.4% of the LCC estimate reported in the FY 2012 Congressional Budget request.                |
| 7. Implement partnering agreements for at least five major contracts by 9/30/11.   |    | Six partnering agreements were signed in FY 2011. Agreements have been signed with CH2M Hill (RL), MSA LLC (RL), SRR (SRS), LES (PPPO), WAI (OR), and FPB (PPPO). |
| 8. Ensure 85 percent of contracting series workforce has appropriate certification.  |    | 96% (100 of 104) GS 1102 were appropriately certified.  |
| 9. Ensure 90 percent of projects have Federal Project Directors certified at the appropriate level assigned to projects no later than Critical Decision 3. |  | 89.3% (25 of 28) of projects have FPDs certified at the appropriate level.  |
| 10. Achieve EM overall prime contract small business goal of five percent.   |  | 6.1% (\$311.5 M of \$5.1 B)   |
| 11. Manage spend plans so that obligations and costs are within 5 percent of each site's plan.   |  | EM overall obligations were within 5% of plan (~105%), and EM overall costs were 5% below the plan (~95%).  |



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# *Journey to Excellence Goal 3: Improve Contract and Project Management*

## *FY 2012 Key Success Indicators*

### **Contract Management**

- 3.1.1 Achieve the overall prime contract small business goal of 5% for each site
- 3.1.2 Approve 80% of contract performance baselines within 180 days and 100% that are over 180 days at the beginning of the fiscal year by 09/30/12
- 3.1.3 Finalize 80% of contract modifications within 180 days
- 3.1.4 Ensure 90% of contracting series workforce has appropriate certification.
- 3.1.5 Implement partnering agreements for at least three additional contracts by 9/30/12 bringing the total number of agreements to nine.
- 3.1.6 **Conduct a Contracting Summit Meeting to focus on contract performance issues and improvement actions by 3/30/12**

NOTE: Metrics in Red are new for FY 2012.



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# *Journey to Excellence Goal 3: Improve Contract and Project Management*

## *FY 2012 Key Success Indicators*

### **Project Management**

- 3.2.1 Complete 90% of capital asset projects with TPC greater than or equal to \$10M within 10% of original cost and schedule performance baselines by 9/30/12, unless impacted by a directed change
- 3.2.2 Ensure 90% of capital projects have Federal Project Directors that are certified at the appropriate level assigned to projects not later than CD-3
- 3.2.3 **Ensure 90% of contractors managing capital asset projects with TPC greater than or equal to \$20M maintain their Earned Value Management System certification**
- 3.2.4 Negotiate all project changes requiring contract modifications prior to Acquisition Executive approval of the change requests
- 3.2.5 **Complete 35 project peer reviews for active post CD-0 capital projects with TPCs greater than \$10M.**
- 3.2.6 **Notify and receive "deviation" decision from the appropriate approval authority prior to current performance baseline being breached**

NOTE: Metrics in Red are new for FY 2012.



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# *Journey to Excellence Goal 3: Improve Contract and Project Management*

## *FY 2012 Key Success Indicators*

### **Integration of Budget/Program Planning**

- 3.3.1 *Perform a complex-wide strategic planning analysis of the costs, benefits, and other impacts associated with adjusting the current cleanup schedules and approaches consistent with projected fiscal conditions by 7/31/12.*
- 3.3.2 *Establish an HQ/Field X-Team to streamline/reduce non-value reporting/reports by 6/30/12.*

NOTE: Metrics in Red are new for FY 2012.



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# Hot Topics In U.S. DOE Office of Environmental Management

**Desi A. Crouther**  
**Director**  
**Office of Human Capital**



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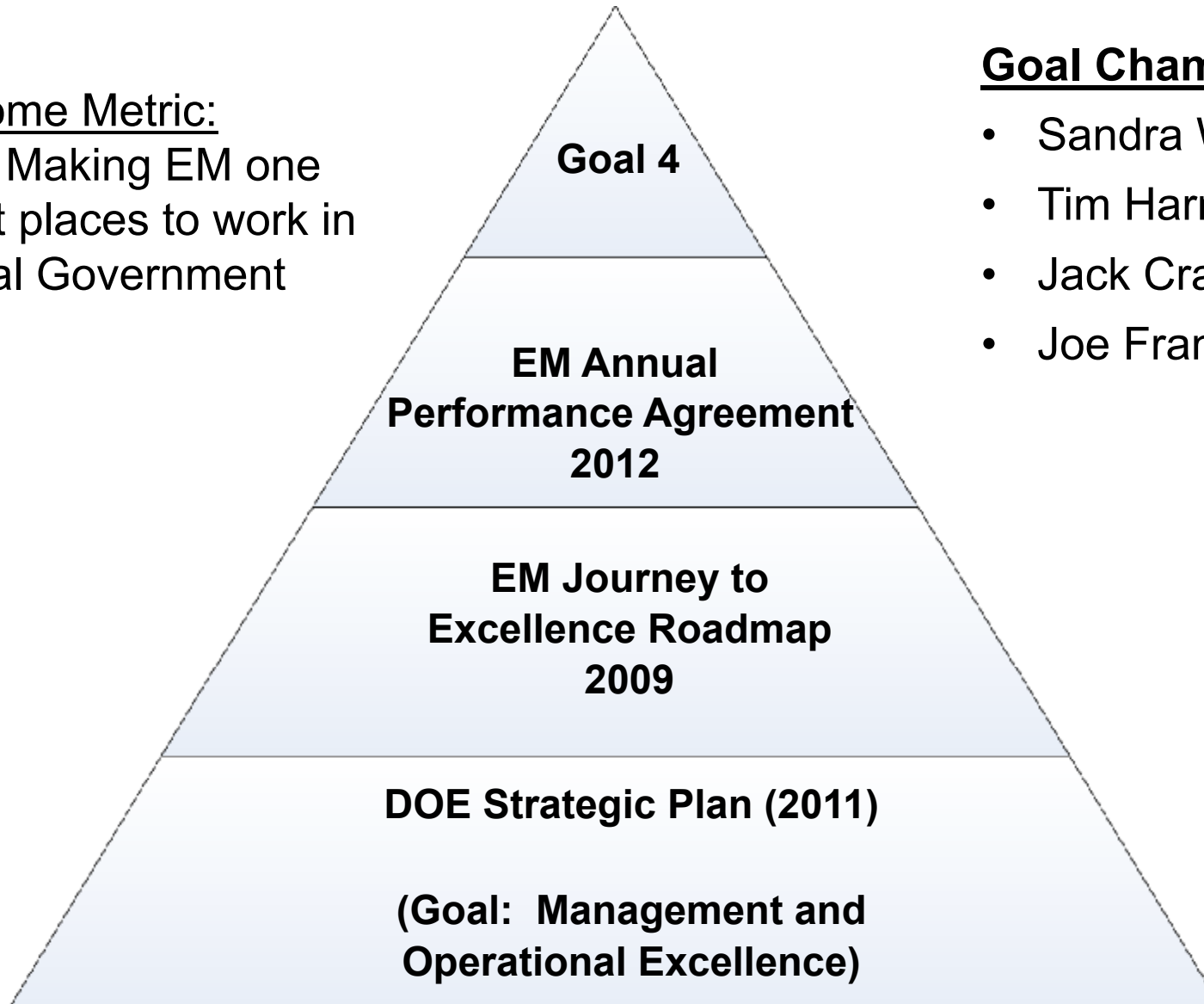
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# Journey to Excellence Goal 4: Achieve Excellence in Management and Leadership

Key Outcome Metric:  
Results in Making EM one  
of the best places to work in  
the Federal Government



## Goal Champions:

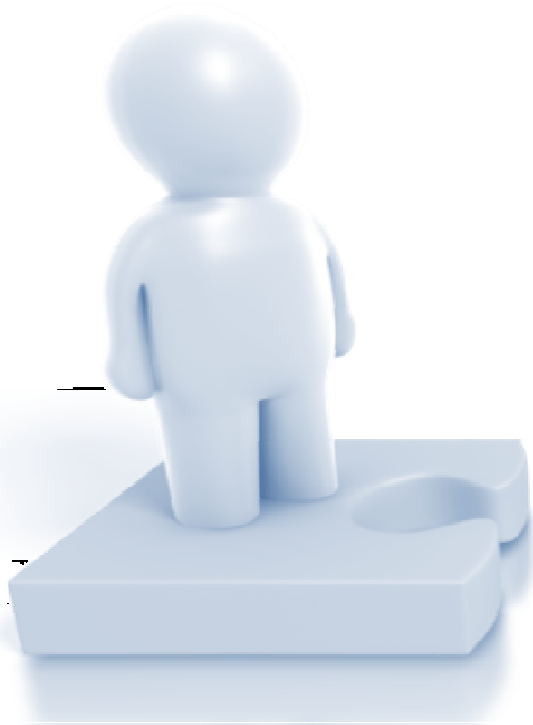
- Sandra Waisley (HQ)
- Tim Harms (HQ)
- Jack Craig (CBC)
- Joe Franco (CBFO)



**EM En**

# Journey to Excellence Goal 4:

## Achieve Excellence in Management and Leadership



### **Benchmarking**

Capitalizing on best practices/lessons learned from high achieving organizations



### **Continuous Improvement Program**

Build on existing efforts to ensure commitments made by EM leadership are tracked and completed



### **OPM Survey Data**

Short and long-term recommendations for the Employee Viewpoint Survey Action Plan



**EM Environmental Management**

safety ♦ performance ♦ cleanup ♦ closure

[www.em.doe.gov](http://www.em.doe.gov)

# Journey to Excellence Goal 4

## Key Strategies

- Utilize the results from the Federal Employee Viewpoint Survey and follow-up targeted surveys in the design of human capital initiatives directed at improving EM's employer standing in the Federal community
- Collaborate with DOE's Office of Human Capital and the Office of Personnel Management to enhance EM's ability to respond to changing needs to the workplace
- Develop/execute/assess an EM-wide workforce plan to address acquisition talent, succession planning, and performance competence so we can attract, retrain, develop, mentor, and motivate the most highly-qualified, capable, and diverse workforce in the Federal Government
- Continue to support EM's Ombudsman to ensure that all EM employees have a means to communicate with EM leadership outside the formal authority lines and to provide a prompt issue resolution mechanism



# Journey to Excellence Goal 4

## FY 2012 Key Success Indicators

- Metric 4.1: Improve on year-to-year results of the Employee Viewpoint Survey by implementing 75% of the EM Improvement Plan Actions in the areas of strategic direction, R<sub>2</sub>A<sub>3</sub>, and employee empowerment by September 30, 2012
- Metric 4.2: Develop and implement an EM-wide (corporate) Continuous Improvement Program by March 31, 2012, that measures performance and continuous improvement through monthly reviews
- Metric 4.3: Complete benchmarking with best-in-class agencies by 3<sup>rd</sup> Quarter FY 2012, perform a gap analysis, and develop recommended actions to close gaps by September 1, 2012





# Journey to Excellence Goal 4

## 2011 Accomplishments

- Implemented 91% of the Employee Viewpoint Survey (EVS) Working Group's recommendations, exceeding the 75% target
- Conducted Benchmarking of 6 high performing organizations (e.g., NNSA, NRC) and performed gap analysis
- Developed an Annual Performance Agreement between the EM Assistant Secretary and the Deputy Assistant Secretaries and Field Managers
- Collaborated with DOE Corporate, developing approaches and tools (e.g., **Succession Energy**; Dual Rater Competency Management Initiative) for identifying skill sets for current and future staffing needs and targeting critical positions



# Hot Topics

- **Subject Matter Experts Directory**
  - Web-enabled directory designed to effectively capture and manage the technical capabilities of EM's SMEs complex-wide
  - Launching Phase 1 in the Second Quarter of FY 12
- **Employee Viewpoint Survey Long-Term Initiatives**
  - Focusing on effective employee engagement and involvement in the decision making process
  - Initiatives will address organizational and employee concerns
- **EM Human Capital Management Plan (HCMP)**
  - Describes EM's mission and objectives; vision; human capital strategies and implementing framework; and initiatives
  - Will complete EM's HCMP in the Third Quarter of FY 12



# Hot Topics

## ➤ Annual Workforce Analysis and Plans

- Provides a degree of formality and consistency to the preparation of Workforce Plans across the EM complex
- Ensures EM will have a sufficient number of employees with the right capabilities, working on the right products/services for the foreseeable future

## ➤ Competency Management Initiative

- Data gathered from this EM-wide assessment will assist EM in its workforce development and planning efforts
- Will enable EM to prioritize training resources and create annual training plans that are based on quantifiable data outlining workforce development needs



# Hot Topics

