

Work-in-Progress

OFFICE OF ENVIRONMENTAL MANAGEMENT DEPARTMENT OF ENERGY REVIEW OF HUMAN RESOURCES, ACQUISITION, AND ORGANIZATION

ABOUT THE ACADEMY

The National Academy of Public Administration is the preeminent independent, non-profit organization for public governance. Established in 1967 and chartered by Congress, the Academy has become an independent source of trusted advice for every branch and level of government, Congressional committees and civic organizations. The Academy works constructively with government agencies to improve their performance and management through problem solving, objective research, comprehensive analysis, strategic plans, and connecting people and ideas. The Academy is led by its elected membership of more than 600 distinguished Fellows.

BACKGROUND

The Office of Environmental Management (EM) in the Department of Energy (DOE) was established in 1989 to clean up the legacy waste and environmental contamination from 50 years of nuclear weapons production and energy research. These operations generated millions of gallons of radioactive waste, thousands of tons of spent nuclear fuel and special nuclear material, along with huge quantities of contaminated soil and water. As a consequence, EM runs one of the largest programs in DOE.

Citing reports by the Government Accountability Office, the DOE Inspector General, and the Defense Nuclear Facilities Safety Board, the House and Senate Appropriations Subcommittees on Energy and Water Development have expressed concerns about the management and fiscal controls of this program. The subcommittees have supported the idea of the National Academy of Public Administration (the Academy) undertaking a management review of the EM program. DOE has welcomed the Academy's review of the program and anticipates that the results will help improve its operations. At the same time, EM decided to undertake a major reorganization to address the problems that have been cited by these and its own internal reports. EM also determined that it needs a closer examination of its workforce capabilities to accomplish its mission.

PROJECT DESCRIPTION

The Academy review consists of three parts: (1) examining the roles and responsibilities of staff and analyses of the staff competencies for core functions; (2) reviewing acquisition policies and processes, including oversight policies and procedures and providing advice on improving their effectiveness; and (3) assessing EM's reorganization plans, providing an outside perspective and advice on the reorganization, and monitoring its implementation over an 18-month period. The Academy plans to develop an interactive relationship with EM so that advice is given during the period of the contract and not await the final report.

PROJECT PANEL

Howard Messner*—*Chair*, Former President, National Academy of Public Administration; Executive Vice President and Chief Operating Officer, American Consulting Engineers Council; Assistant Administrator for Administration and Resources Management, U.S. Environmental Protection Agency; Comptroller, U.S. Department of Energy; Assistant Director for Management Improvement and Evaluation, U.S. Office of Management and Budget.

PANEL MEMBERS

Jonathan Breul*—Partner, IBM Business Consulting Services; Senior Fellow, IBM Center for the Business of Government. Former positions with U.S. Office of Management and Budget: Senior Advisor to the Deputy Director for Management; Chief, Evaluation and Planning Branch, General Management Division; Senior Management Analyst. Former Senior Grants Policy Specialist, Office of the Assistant Secretary for Management and Budget, U.S. Department of Health and Human Services.

Dwight Ink*—President Emeritus and former President, Institute of Public Administration. Former Assistant Administrator, Bureau for Latin America and the Caribbean, U.S. Agency for International Development; Acting Administrator, U.S. General Services Administration; Director, U.S. Community Services Administration; Assistant Director for Executive Management, U.S. Office of Management and Budget. Assistant General Manager, U.S. Atomic Energy Commission; Assistant Secretary for Administration, U.S. Department of Housing and Urban Development.

Lloyd Duscha—Engineering and management consultant to various private clients and government organizations, and service on National Research Council committees. Past involvement with World Bank and foreign agencies. Former U. S. Army Corps of Engineers positions: Deputy Director, Engineering and Construction Directorate and Chief, Engineering Division, Civil Works Directorate at Headquarters preceded by Chief, Engineering Division positions at Division and District offices. Member, National Academy of Engineering.

Steven Kelman*— Weatherhead Professor of Public Management, JFK School of Government, Harvard University. Former Administrator for Federal Procurement Policy, U.S. Office of Management and Budget; Associate Director for Management Planning, Bureau of Consumer Protection, Federal Trade Commission; Editorial Board, Journal of Public Administration Research.

Janice LaChance*—Management Consultant, Analytica. Former Director, Deputy Director, Chief of Staff, Director of Communications and Policy, U.S. Office of Personnel Management; Director of Communications, Congressional and Political Affairs, American Federation of Government Employees, AFL-CIO; Communications Director, Congressman Tom Daschle; Administrative Assistant, Congresswoman Katie Hall; Staff Director and Counsel, Subcommittee on Antitrust and Restraint of Trade, Committee on Small Business, U.S. House of Representatives; Legislative Assistant, Congressman Jim Mattox.

Peter Marshall—Rear Admiral (retired), US Navy Civil Engineer Corps, Deputy Chief Of Civil Engineers US Navy; Former Senior Vice President, Parsons Brinckerhoff Construction Services Corporation, Vice President of Operations, Burns and Roe Services Corporation Fellow, Society of American Military Engineers; Licensed Professional Engineer, Virginia and California.

PROJECT STAFF

J. William Gadsby*, *Vice President, Academy Studies*

Frank DiGiammarino, *Program Area Director*

Alethea Long-Green, *Program Area Director*

Albert J. Kliman, *Project Director*

Rebecca J. Wallace, *Senior Consultant*

Jennifer Palazzolo, *Consultant*

Allan Burman*, *Senior Consultant*

Craig Durkin, *Senior Consultant*

Karen O'Brien, *Senior Consultant*

Ron Milner, *Senior Consultant*

Kathryn Littlefield, *Consultant*

Pamela M. Creek, *Senior Consultant*

Kenneth Hunter, *Senior Consultant*

Alison C. Brown, *Senior Analyst*

Nathan Winstead, *Research Associate*

*Academy Fellow