



U.S. DEPARTMENT OF
ENERGY

Office of Environmental Management *Improving Mission Support Performance*

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September 2009



EM Environmental Management

safety ❖ performance ❖ cleanup ❖ closure

EM Mission

“Complete the safe cleanup of the environmental legacy brought about from five decades of nuclear weapons development, production, and Government-sponsored nuclear energy research.”



- Largest environmental cleanup effort in the world, originally involving two million acres at 108 sites in 35 states
- Safely performing work
 - In challenging environments
 - Involving some of the most dangerous materials known to man
 - Solving highly complex technical problems with first-of-a-kind technologies
- Operating in the world’s most complex regulatory environment
- Supporting other continuing DOE missions and stakeholder partnerships



EM Environmental Management

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EM Overarching Program Goals

- Risk Reduction
 - Ensure the safety and health of the public and the workers
 - Protect the environment
 - Reduce the EM Footprint by 90% by 2015
- Maintain Compliance
 - 37 compliance agreements with state and federal regulatory agencies
 - Complete building the capability for dispositioning tank waste, nuclear materials, and spent nuclear fuel
- EM American Recovery and Reinvestment Act Goals
 - Create or save as many as 9,000 to 10,000 jobs
 - Reduce the EM Footprint by 40 to 50% by 2011
- Improve Project Performance
 - Improve construction project performance
 - Deliver all projects on time and within cost
 - Get EM projects removed from the GAO High Risk List
- Establish strategic options for Special Nuclear Materials, Spent Nuclear Fuel, Radioactive Tank Waste and Excess Facilities not currently in the EM portfolio
 - Overall objective is to reduce Life Cycle Costs and shorten the period of program execution



EM Top Five Strategic Goals

1. Improve **Safety Performance** with the goal of zero accidents/incidents
2. Improve **Project Management** with the objective of delivering results consistently on time and within cost so that EM is removed from the Government Accountability Office High Risk List
3. Achieve **Excellence in Management and Leadership** with the objective of making EM an employer of choice in the federal government
4. Align **Headquarters and Field Operations** in order to streamline decision making and improve efficiency
5. Establish **Strategic Options** for the EM portfolio in order to smartly reduce the overall cost of the program, complete cleanup activities faster in an environmentally safe manner, and return assets to the surrounding communities



Goal 1: Safety Performance

*Improve **Safety Performance** with the goal
of zero accidents/incidents*

- Maintain 90% on-time completion of corrective actions identified in the DOE Corrective Action Tracking System (CATS)
- Maintain an average Total Recordable Case (TRC) rate less than 1.5
- Maintain Days Away from Work, Restricted work or job Transfer (DART) less than 0.7



Goal 2: Project Management

*Improve **Project Management** with the objective of delivering results consistently on time and within cost so that EM is removed from the Government Accountability Office High Risk List*

- Maintain less than 15% percent of projects coded as red by the Office of Engineering and Construction Management in order to meet the DOE Corrective Action Plan metrics
- Standup the Office of Deputy Assistant Secretary for Project Management by the end of the 1st Quarter FY 2010
- Restructure the EM portfolio to optimize management of capital versus operating projects by the end of the 2nd Quarter FY 2010
- Achieve certification of 88% of Federal Project Directors (FPDs) by the end of the 4th Quarter FY 2010
- Achieve certification of 83% of 1102 contracting series workforce by the end of the 4th Quarter FY 2010
- Achieve certification of 90% of contractor earned value management systems (EVMS) by the end of the 2nd Quarter FY 2010
- Achieve the prime contract small business goal of 4.8% in FY 2010
- Achieve 70% of forecasted key acquisition milestones per contract procurement in FY 2010



Goal 3: Excellence in Management and Leadership

*Achieve **Excellence in Management and Leadership** with the objective of making EM an employer of choice in the federal government*

- Ensure 85% of staff have Individual Development Plans that address both technical and leadership skill improvements
- Ensure 85% of Program Executives engage in continuous learning through participation in two formal leadership enhancement activities annually
- Ensure 90% of Program Executives conduct 360 degree assessments and participate in at least one activity to address improvement needs annually
- Establish a 3 year succession plan for leadership and critical staffing positions by the end of the 2nd Quarter FY 2010
- Develop a Diversity Curriculum for EM Leaders that will be integrated throughout the three tiers of the EM Leadership Excellence Program (LEP) - Senior Executive Service, Emerging Leaders, and Potential Leaders by the end of the 4th Quarter FY 2010



Goal 4: Headquarters and Field Operations

Align Headquarters and Field Operations in order to streamline decision making and improve efficiency

- Implement EM reorganization by the end of the 1st Quarter FY 2010
- Complete staffing for key positions within the new organization by the end of the 3rd Quarter FY 2010
- Conduct a feedback survey of EM HQ and Field sites to assess responsiveness to needs in delivering quality products and services by the end of the 4th Quarter FY 2010



Goal 5: Strategic Options

*Establish **Strategic Options** for the EM portfolio in order to smartly reduce the overall cost of the program, complete cleanup activities faster in an environmentally safe manner, and return assets to the surrounding communities*

- Complete studies for surplus nuclear material storage and disposition options by the end of the 2nd Quarter FY 2010
- Select technology approaches for more efficient disposition of tank wastes to achieve lower EM life cycle costs by the end of the 4th Quarter FY 2010
- Establish options for additional investment to address high-risk excess facilities (not currently in the EM portfolio) by the end of the 4th Quarter FY 2010
- Establish a program for reutilization of assets by the end of the 4th Quarter FY 2010
 - Transform EM resources: land, infrastructure, technologies, highly-skilled workforce into beneficial reuse [such as Energy Parks]

