

Department of Energy - Idaho Operations Office

FY-2013 and Beyond Strategic Plan

Introduction

The Department of Energy Idaho Operations Office (DOE-ID) 2013 Strategic Plan and Beyond outlines the Federal workforce mission, vision, strategies, objectives, responsibilities, and expectations that will sustain the successful accomplishment of the Idaho National Laboratory (INL) Site mission. DOE-ID's Strategic Plan is aligned with the DOE Headquarters Strategic Plan and DOE-ID's efforts toward becoming an internationally recognized world class laboratory. By implementing this Strategic Plan, DOE-ID is playing an important supporting role in achieving DOE's overall mission to ensure America's security and prosperity by addressing its energy, environmental, and nuclear challenges through transformative science and technology solutions. DOE-ID's Strategic Plan also supports President Obama's 2012 State-of-the-Union Address objective to achieve 80% of the country's electrical energy from 'clean' sources by 2035.

DOE-ID and its contractors are working together to achieve specific program outcomes aligned with the Department's strategic goals that include: 1) Catalyze the timely, material, and efficient transformation of the nation's energy system and secure U.S. leadership in clean energy technologies; 2) maintain a vibrant U.S. effort in science and engineering as a cornerstone of our economic prosperity with clear leadership in strategic areas; 3) enhance nuclear security through defense, nonproliferation, and environmental efforts; and 4) establish an operational and adaptable framework that combines the best wisdom of all Department stakeholders to maximize mission success.

The vision for the INL – to become internationally recognized as the premier nuclear energy research, development, and demonstration laboratory – is being realized. The INL will continue to grow as a multi-program National Laboratory with world-class nuclear capabilities, and DOE-ID will continue to foster new academic, industry, government, and international collaborations and expertise. DOE-ID remains committed to overseeing INL program activities through technical and management excellence.

DOE-ID receives implementing direction and guidance primarily from two DOE Headquarters (DOE-HQ) offices: the Office of Nuclear Energy (NE) and the Office of Environmental Management (EM). NE is the Lead Program Secretarial Officer for all DOE-ID managed operations on the INL Site, while EM provides direction and guidance to DOE-ID for environmental cleanup operations. NE and EM planning objectives and performance measures form much of the basis for the program-related objectives and strategies described in this Strategic Plan.

DOE-ID operations are conducted using contracts or other financial arrangements with private sector, university or other governmental partners. DOE-ID has contracted with Battelle Energy Alliance (BEA) to Manage and Operate (M&O) the INL. The contractor responsible for INL Site cleanup is CH2M♦WG Idaho, LLC (CWI). The contractor for the Advanced Mixed Waste Treatment Project is The Idaho Treatment Group (ITG). Performance expectations have been negotiated with the INL Site contractors and are documented in the respective contracts. The

accomplishment of performance expectations is monitored and verified by DOE-ID employees, as responsible stewards of the U.S Citizens' interests.

Our Mission – Our Core Purpose:

DOE-ID will work in alliance with DOE contractors and support DOE Headquarters customers to do our part in ensuring America's security and prosperity by addressing its energy, environmental, and nuclear challenges through transformative science and technology solutions.

Our Vision – Where We Want To Go:

DOE-ID has the creative people, superior systems, and vital partnerships in place to provide innovative solutions to meet the Nation's energy, environmental, safety, and security challenges.

Our Strategy – How We Plan To Get There:

DOE-ID will attain and maintain exceptional professionalism and technical capabilities in our people, stewardship over our programs, precision in our systems, and confidence in our talents and abilities to anticipate and exceed customer expectations.

DOE-ID Strategic Objectives:

The DOE-ID 2013 and Beyond Strategic Plan are designed to safely deliver results along four strategic themes that are consistent with the four primary Strategic Goals of the entire Department.

Department-Wide Goal #1:

Catalyze the timely, material, and efficient transformation of the nation's energy system and secure U.S. leadership in clean energy technologies.

DOE-ID - Objective 1.1: Proactively support execution of NE programs and initiatives to encourage commercial deployment of nuclear energy systems consistent with the Nuclear Energy Research and Development (R&D) Roadmap.

Critical Outcomes:

- Existing Reactors –Light Water Reactor Sustainability, Accident Tolerant Fuel Development
 - ✓ Support NE in developing technologies and other solutions to improve the reliability, sustain the safety, and extend the life of current reactors
 - ✓ Support NE in R&D efforts to improve understanding of extended used fuel storage
- Advanced Reactors – Small Modular Reactors, Next Generation Nuclear Plant (NGNP), Advanced Reactor Concepts
 - ✓ Support NE to provide a public-private partnership for the development of High Temperature Gas Reactors

- ✓ Issue and administer the awards under the FOA for licensing of light water Small Modular Reactor technology
 - ✓ Administer the award for modeling and simulation efforts included in the Energy Innovation Hub for Modeling and Simulation
 - ✓ Manage the award for R&D project management and controls systems for all NE work in the DOE complex
 - ✓ Support actions to enable commercial nuclear and hybrid nuclear power development
 - ✓ Support Advanced SMR R&D
- Sustainable Fuel Cycles Technology – Continue leading research on advanced fuel cycle technology development
 - ✓ Administer the awards for industry involvement in fuel cycle R&D
 - ✓ Execute actions needed that may arise from the Blue Ribbon Commission recommendations
 - ✓ Provide technical support and subject matter expertise to NE programs
 - ✓ Support NE in researching and potentially procuring irradiation services in the BOR-60 Reactor
 - ✓ Support INL efforts to lead used nuclear fuel disposition demonstration activities
 - ✓ Administer the Accident Tolerant Fuel development awards with industry

DOE-ID - Objective 1.2: Proactively contribute to DOE's achievement of FY2015 and 2020 sustainability goals.

Critical Outcomes:

- Enable further decreases in petroleum-based fuel use and increases in alternative fuel use. Examples include: exploring federal ability to enter cooperative agreements with local transit capabilities, facilitating site contractor use of INL bus system or alternatives, and overseeing installation of alternative fueling infrastructure.
- Reinforce and enhance efforts to define strategies to meet sustainability goals and incorporate projects into the FY2013 INL Site Sustainability Plan.
- Increase federal knowledge of sustainable practices, provide opportunities to attend short training sessions on sustainability topics and make the quarterly INL Site sustainability status report available to all of DOE-ID.
- Maintain a comprehensive INL site-wide database of environmental, ecological, cultural, archeological, and mission areas, along with a catalog of current use agreements, right of ways, and other sustainability and land use related information (Comprehensive Utility Corridor)

- Support the DOE-ID Fleet Reduction Plan goal to reduce the non mission critical motor vehicle fleet inventory by 35 percent by the end of FY 2013.

Department-Wide Goal #2:

Maintain a vibrant U.S. effort in science and engineering as a cornerstone of our economic prosperity, with clear leadership in strategic areas.

DOE-ID – Objective 2.1: Maintain and develop capabilities at the Idaho National Laboratory necessary to become a preeminent, internationally-recognized nuclear energy research, development, and demonstration laboratory.

Critical Outcomes:

- Maintain and execute the INL Ten-Year Site Plan, maintaining focus on development of required physical facility and infrastructure capabilities while incorporating sustainable designs and practices.
- Use performance incentives to drive the M&O contractor to make continued progress on development and improvement of strategically important capabilities
 - ✓ Begin operation of the Irradiated Materials Characterization Lab
 - ✓ Support the restart of transient testing capability
 - ✓ Continued achievement of milestones in the FY2009 Post-Irradiation Examination Capabilities Strategic Plan and FY2009 Ceramic Fuel R&D Capabilities Strategic Plan
 - ✓ Develop the strategic capabilities in the implementation plan for Advanced Separations and Waste Forms Capabilities. Achieve recognition through quality research as the world's leading research institution on nuclear-hybrid energy systems and implement the Nuclear Hybrid Energy Systems Strategic Plan. .Begin implementation of the INL Used Fuel Disposition Capability Strategy
 - ✓ Continue to expand INL capabilities in nuclear non-proliferation and protection of the nation's critical infrastructure to achieve the envisioned end state as reflected in the INL National and Homeland Security Roadmap
 - ✓ Finalize determination to extend or compete the INL M&O contract, by analyzing and determining the best approach to optimize continued progress toward world-leading research and development at the INL

DOE-ID – Objective 2.2: Proactively support NE in establishing new and revitalizing existing partnerships with Agencies, Universities, and Private and International sectors.

Critical Outcomes:

- Expand National Scientific User Facility to include other national assets

- Increase INL engagement with nuclear industry and nuclear energy-interested parties
- Demonstrate expanded research and development partnerships and collaborative projects through Center for Advanced Energy Studies
- Increase collaboration with other DOE Program offices in areas that supports principal missions.

Department-Wide Goal #3:

Enhance nuclear security through defense, nonproliferation, and environmental efforts.

DOE-ID – Objective 3.1: Work collaboratively to ensure INL capabilities are fully leveraged in support of defense and nonproliferation missions in support of U.S. nuclear security.

Critical Outcomes:

- Support Global Threat Reduction Initiative priority missions and continue to progress on low enriched uranium fuel development efforts to minimize highly enriched uranium in commerce globally
- Facilitate the establishment and use of INL capabilities to address safety, security, and safeguards in an integrated manner for existing and future nuclear fuel cycle facilities to achieve recognition of INL as the Center for Safe and Secure Nuclear Energy
- Facilitate the stand up and use of the INL Nonproliferation Test and Evaluation Center to leverage unique INL capabilities in support of nuclear materials detector development, technology evaluation and radiological response training to counter the threat of nuclear terrorism
- Support Naval Reactors and National Nuclear Security Administration (NNSA) readiness campaign (Tritium Readiness Program) fuels and materials development programs through effective management of the ATR

Objective 3.2: Facilitate the development and maintenance of a robust and resilient U.S. energy infrastructure through broad based use and application of the INL critical infrastructure test range.

Critical Outcomes:

- Facilitate collaboration between industry, academia and government agencies to lead advances in the cybersecurity of energy delivery systems including:
 - ✓ Resilience testing and validation
 - ✓ Development of Intrusion Detection, Response and Recovery tools and techniques
- Provide world class research and technology demonstration in support of significant Department of Defense (DOD) national security missions. Foster a collaborative

relationship with DOD that produces investments, programs and expertise to enhance INL capabilities.

- Provide responsive and effective interface in support of INL electric grid, wireless testbed, and national security test range expansion and integration efforts.

DOE-ID - Objective 3.3: Enhance our quality of life; safeguard our natural surroundings; and accelerate the clean-up and disposal of waste in a safe, cost-effective manner consistent with the EM Legacy Remediation DOE-HQ Five Year Plan, and the EM “Journey To Excellence” Goals.

Critical Outcomes:

- Finalize the follow-on ICP contract extension and complete negotiations and contract modification.
- Complete the draft RCRA Part B Permit Modification for the Calcine Disposition Project.
- Design and build a Remote-Handled Low-Level Waste Disposal Capability onsite (NE)
- Modify building Chemical Processing Plant (CPP)-651 and implement the Material Security and Consolidation Project (NE)
- Continue to be the primary shipper of Transuranic waste to WIPP
- Complete the exhumations in ARP VII and III and construction of ARP VIII.
- Start the Idaho Waste Treatment Unit (IWTU) operations

Department-Wide Goal #4: Establish an operational and adaptable framework that combines the best wisdom of all Department stakeholders to maximize mission success.

DOE-ID - Objective 4.1: Sustain Management Excellence through clarity of direction and leadership.

Critical Outcomes:

- Fully develop and implement an effective Succession and Workforce Management Program
- Ensure critical positions are identified and filled within mandated timeframes, and that overall workforce planning is conducted in a systematic way
- Achieve desired diversity goals and objectives
- Complete the 2013 Management Initiatives identified by the DOE-ID Senior Leadership Team:
 1. *Re-uniting ID with a shared vision, an integrated strategy, and a consistent operating philosophy that enthuses our people and drives the organization toward safe and outstanding performance.*
 2. *Continue to take Project Management to a new level of sophistication and rigor at ID.*
 - Establish Project Management credibility and recognition for ID/Nuclear Energy within the Department.

3. *Develop and implement processes to enhance performance management and accountability.*

- Continue to strengthen ID human capital programs with an emphasis on improving competency management and organizational alignment.

4. *Nurturing our internal and external relationships.*

- Successfully communicate the need for restart of transient testing capability with key stakeholders.
- Feature at least one ID person, program or initiative per month in internal DOE-ID communications vehicles to increase workforce understanding of for office-wide initiatives.
- Continue to implement the new work instruction on customer input,
- Assure that DOE-ID senior managers meet with at least one key stakeholder or stakeholder group per month.
- Continue to build upon the strong relationship we have with the Shoshone-Bannock Tribes
 - ✓ Sign a new Agreement in Principle with the tribes by the end of the 2012 calendar year.
 - ✓ Quarterly walk-downs of key Idaho Cleanup Project facilities and programs with tribal staff.
 - ✓ Quarterly briefings with the Tribal Council on ICP and Laboratory programs and initiatives.

5. *Improve office wide communication to foster collaboration and a highly productive environment.*

- Establish a team to identify better means of internal communication and collaboration between all parts of DOE-ID.

DOE-ID - Objective 4.2: Sustain Safe Operational Performance through effective contractor oversight.

Critical Outcomes:

- Execute the NE Safety Policy to safely achieve INL missions
- Continue to improve DOE-ID operational oversight processes to assess the effectiveness of the INL Contractor Assurance System and tailor oversight activities as appropriate.
- Provide value added recommendations to DOE-HSS for the DOE response to the Fukushima follow-up.
- Implement state of the Industry oversight practices after implementation of the risk monitor.

DOE-ID Federal Workforce Responsibilities:

Contract Management - DOE-ID has a lead role in setting and communicating expectations in INL Site contracts, authorizing and funding contracted work, approving compliance documentation, and assessing and ensuring performance in accordance with contract requirements.

Project Management - DOE-ID has a lead role in serving as Federal authority in managing and delivering line-item construction projects and other operations projects on cost and schedule.

Operational Oversight - DOE-ID is responsible for effectively providing risk-informed oversight of mission-related work to help ensure the safety and protection of the worker, the public, and the environment. DOE-ID maintains a mix of highly skilled and trained Facility Representatives, Subject Matter Experts, and Safety System Oversight personnel to accomplish this work.

Headquarters Support - DOE-ID provides direct support to DOE-HQ customers in managing and overseeing DOE mission related work performed at other DOE sites, and for administering other DOE financial arrangements with the private sector, academia, local governmental entities, and international partnerships.

Stewardship - DOE-ID is responsible for maintaining and protecting Federal assets and for being responsive to INL Site stakeholder interests and concerns. Where appropriate, DOE-ID will leverage the existing Federal investment in INL Site infrastructure to further advance and develop state-of-the-art energy and national security technologies in support of DOE strategic goals. To achieve DOE-ID's goals, the following Federal Workforce Expectations apply to all DOE-ID employees in support of the objectives and strategies.

DOE-ID Federal Workforce Expectations:

The Manager has identified specific performance expectations for DOE-ID employees, as follows:

- A highly qualified and motivated workforce is key to continued success.
- Form an "alliance" with the contractor.
- Perform as separate entities combining collective strengths to accomplish the INL Site mission.
- Meet commitments. Do what you say, when you said you'd do it.
- Model the initiative, commitment, and teamwork expected of a best-in-complex operations office.
- Maintain a "trust but verify" role. We must know what's going on.

- Hold each other accountable and take responsibility for your own performance.
- Understand the situational environment we're in and remain effective.
- Manage the contract, not the contractor.

What's Next?

DOE-ID's Strategic Plan is a working document, with goals and objectives laid out for 2013 and beyond. It aligns with the DOE-HQ Strategic Plan. It is the intention of DOE-ID Management to evaluate the need to update this document every year, in order to maintain realistic and achievable goals and objectives for a two-year horizon from this point forward.