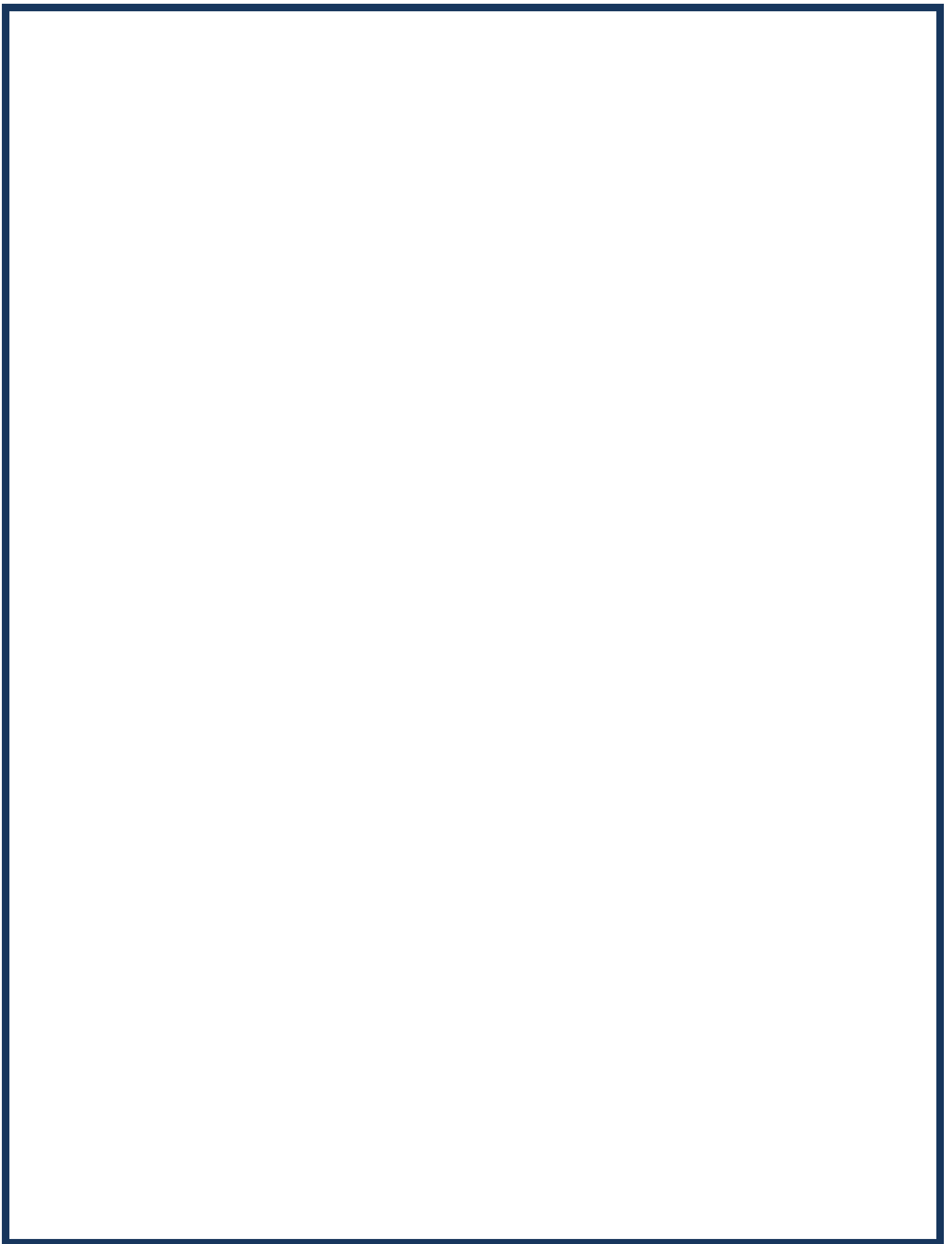




STRATEGIC PLAN



2015 – 2018





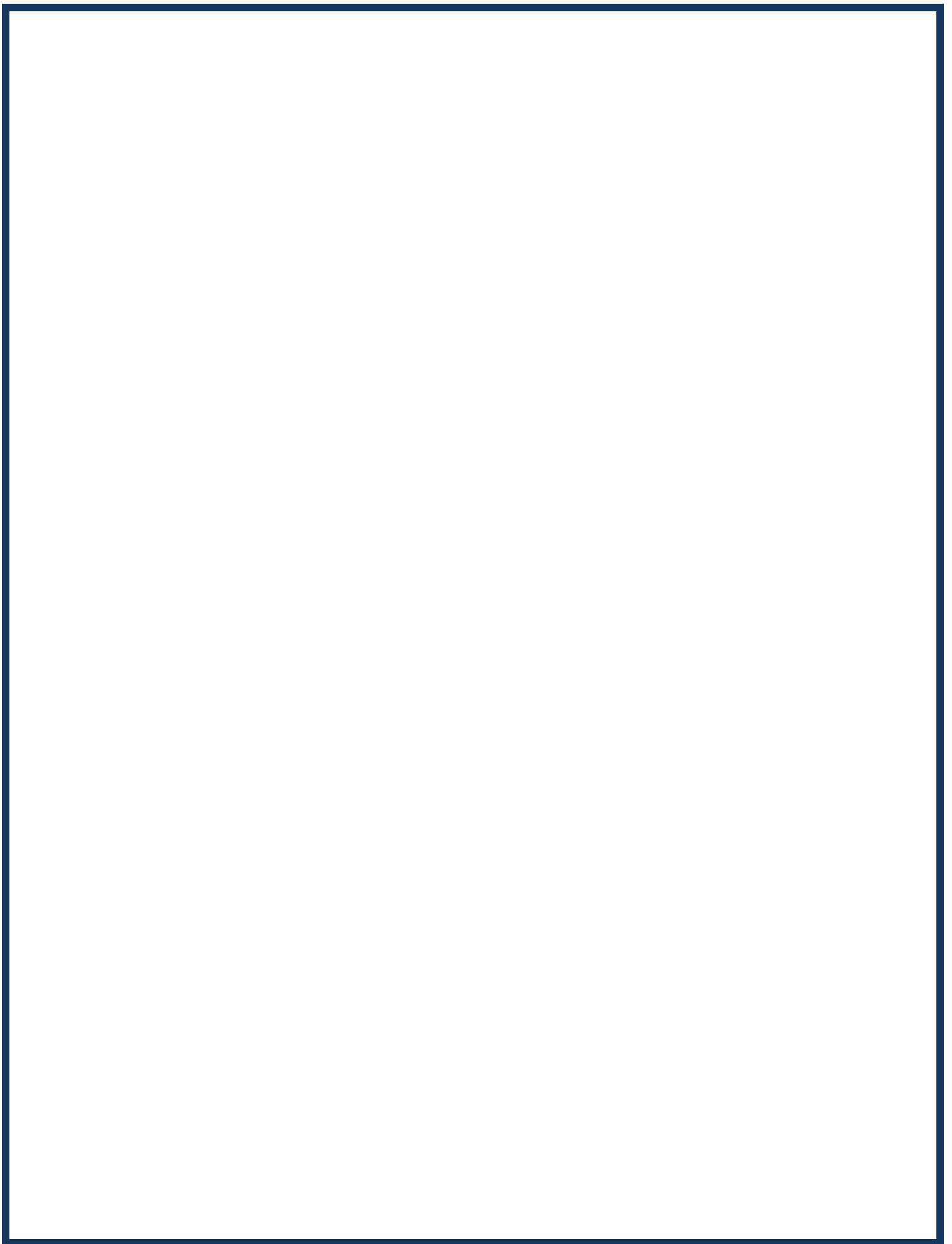
Message from the Associate Under Secretary for Environment, Health, Safety and Security

I am proud to introduce this strategic plan for the Office of Environment, Health, Safety and Security (AU). At the heart of this document lie our core values, vision and mission statements, 4 goals, and 11 key strategic objectives. It represents a truly collaborative effort. The values, vision, mission, goals and key strategies resulting from this process were shared and revised based on feedback from managers and staff.

The final document is the result of a great deal of care and forethought about where we want this remarkable organization to go and what we want it to be. If AU is to be a major contributor to the Department's mission success, we need to be ready to adapt to a very dynamic workplace. Following this plan will help us to be constantly vigilant in our efforts to support the Department's mission and will provide a basis to help us make difficult decisions among competing priorities while achieving our goals and strategies. All AU employees should be familiar with this plan and understand how their work is aligned with its goals. Everyone in AU has a role in determining our success.

I believe this strategic plan stands not only as a significant first step in making us the organization we want to be, but as an essential roadmap to guide us over the next 3 years. We will revisit its goals and strategic objectives annually to ensure their continuing relevance, and we will measure our progress regularly to be sure that our work aligns with our strategic goals, as well as those of the Department.

Matthew B. Moury
Associate Under Secretary for
Environment, Health, Safety and Security



U.S. Department of Energy

Office of Environment, Health, Safety and Security

Strategic Plan

2015-2018

Overview

This plan identifies and unifies our vision, mission, values, and strategic goals into strategies and actions through which we will achieve our planned objectives for the next 3 years.

EHSS Vision:

Make protecting people, the environment, and our assets an integral element of DOE's mission success.

The Office of Environment, Health, Safety and Security (AU) protects the Department of Energy (DOE) and employees by serving as the Department's environment, health, safety and security advocate. We support the Department by identifying the risks associated with activities that could jeopardize DOE's mission.

AU supports the Department's strategic objective of operating the DOE enterprise safely, securely, and efficiently in the following focus areas:

Environment, Health, Safety and Security Policy and Support:

- Protecting the health and safety of DOE's Federal and contractor workforce, addressing the health effects legacy of the Nation's nuclear weapons program, and conducting national and international health studies;
- Minimizing DOE's radiological and other environmental footprints and improving DOE's safety performance through analysis, policy development, and sharing lessons learned; and
- Promoting the safe design, construction, and operations of DOE's nuclear and nonnuclear facilities and providing cross-organizational leadership in resolving related issues.

Security Policy and Support:

- Establishing effective policies, through a collaborative enterprise approach, by which the entrusted national security assets are protected and secured;
- Furthering DOE's national security, nonproliferation, and open governmental goals through the identification of classified, controlled, and unclassified information; and
- Providing specialized security services to DOE Headquarters facilities and securing the work environment for both Federal and contractor personnel.

EHSS Mission:

The Office of Environment, Health, Safety and Security provides corporate leadership and strategic approaches for protecting DOE's workers, the public, the environment, and national security assets.

Our work is critical to helping the Department deliver the innovative and transformative, scientific and technological solutions to energy, security, economic, and environmental challenges facing the United States in the 21st century. As a strong, top-level environment, health, safety and security organization, we inform Secretarial decisions and improve DOE performance by providing expert advice to senior decisionmakers on EHSS issues of concern to the Department.

We work closely with our stakeholders, including DOE Program and Field Office management, subject matter experts, and labor and community representatives, to develop and continually improve environment, health, safety and security policy and guidance. Our unique position and expertise allow us to obtain an overview of EHSS concerns from across DOE Headquarters, field sites, and contractor organizations. This wide perspective allows us to provide crosscutting expert advice and implementation assistance for the protection of our workers and the public, as well as the Department's material and information assets. We also represent the Department in national and international environment, health, safety, and security matters to assure the Department's interests are represented.

We play a leadership role in meeting the Department's expectation that all its organizations embrace a healthy organizational culture where safe and secure performance of work and involvement of workers are deeply, strongly, and consistently held by managers and workers. Our responsibilities extend across the Department, from Headquarters and DOE Field Sites for all Federal employees and contractor employees.

Our AU values guide our response and motivate us to produce quality products and share expertise to support the Department's key objectives and reduce risks to its mission.

Our Values:

- Professionalism:*** We pursue the highest level of competence.
- Respect:*** We treat others with dignity and foster a free exchange of ideas.
- Integrity:*** We are truthful, ethical, transparent, and accountable for our actions.
- Dedication:*** We commit to protect the health and safety of our workers, the public, the environment, and national security.
- Excellence:*** We strive for high quality results through innovation and continuous improvement; individually and as a team.

The Office of Environment, Health, Safety and Security has identified the following four goals designed to assure our internal processes and interactions with the Department and other stakeholders assist us in accomplishing our mission in a manner consistent with our values. Along with these goals, specific objectives and actions have been identified to assure significant progress is made in achieving them. AU has already undertaken significant effort in several of these areas, but recognizes that it needs to be mindful of the fact that these goals represent results toward which the office must continually strive for and not just achieve simple end points.

Goal 1: Make AU the Voice of Environment, Health, Safety and Security Matters for DOE

One of AU's greatest strengths is its diverse and knowledgeable staff, which is composed of subject matter experts with years of professional and technical experience, including working within the Department of Energy. As the authors and the Office of Primary Interest for the Department's EHSS rules and directives, our staff is the most reliable source for implementation guidance for these policies. When DOE Headquarters and Field contacts are familiar with AU's staff and recognize their expertise, they seek assistance and advice based on issues requiring implementation assistance, such as technical clarification/interpretation of policy. To assure all of the Department's elements understand and take advantage of this valuable EHSS resource, AU will undertake a number of activities to familiarize the complex with AU's EHSS capabilities.

Strategic Objective 1 – Strengthen working relationships with both Program and Field Offices

- Work with Program and Field Office management and staff to anticipate, identify, plan, and address the needs of the Department and its programs;
- Provide policy and assistance that demonstrate a clear, rational and positive benefit to DOE and its contractors; and
- Define a consistent approach to providing implementation assistance and site visits.

Strategic Objective 2 – Improve access to our products and knowledge

- Visit all Program and Field Offices to increase the awareness of the value EHSS brings to the Department; and
- Make AU's assistance tools and subject matter experts easy to locate and readily available.

Strategic Objective 3 – Establish and maintain clear and consistent policy, guidance, and implementation assistance

- Establish clear roles and responsibilities for AU that remain constant with changes in administration;
- Incorporate field, Federal, State, and local perspectives in the decisionmaking processes; and
- Remain flexible while maintaining our values and goals during appointee changes.

Goal 2: Establish an Organizational Culture that Values Diversity and Promotes Effective Relationships with Staff and Stakeholders

AU's value-based organizational culture is an asset and will be the foundation of the way our organization undertakes its mission. Our organizational culture includes open and clear lines of communication between AU and the rest of the Department. This will include communications between and among AU management and staff. We will always treat our employees and contractors with the respect they deserve.

Strategic Objective 1 – Establish an organizational culture based on our values

- Break current “stove pipes” between multiple organizations and create a single, AU-wide culture;
- Promote employee engagement and empowerment in the accomplishment of AU goals;
- Develop clear and consistent policy for training, telework, etc.; and
- Train managers to better understand and utilize “soft” people skills.

Strategic Objective 2 – Make AU’s organizational behavior creditable and promote continuous improvement

Establish performance measures that:

- Improve mission performance;
- Reduce redundancies;
- Drive necessary change; and
- Instill a culture of performance accountability.

Strategic Objective 3 – Make AU an organization where people want to work

- Improve senior management’s understanding of the staff’s roles, activities, and the challenges they face;
- Increase the involvement of staff at senior management meetings;
- Develop an Employee Handbook, which includes on-boarding, and which describes the importance of our organizational culture;
- Educate budget staff to better understand the functions and activities of the AU mission;
- Develop and utilize a broad range of methods for employee recognition; and
- Use the Organizational Culture Group as a forum to generate and promote organizational improvement initiatives.

Goal 3: Preserve AU Corporate Knowledge and Expertise

AU is experiencing a shrinking workforce similar to that of the Federal Government in general. With a smaller workforce and more staff becoming eligible for retirement, AU needs to ensure it has a succession plan in place to maintain the vast amount of corporate knowledge held by its highly skilled and knowledgeable staff. Of key importance to AU is the capturing of this

knowledge and assuring younger staff are properly trained and maintain their professional skills.

Strategic Objective 1 – Establish and maintain an AU-wide professional knowledge resource system

- Establish an electronic resource (library);
- Improve access to information; i.e., document resources available at the National Laboratories; and
- Make resources easily retrievable and available to staff.

Strategic Objective 2 – Promote the development and recruitment of staff to enable the efficient, long-term execution of the EHSS mission

- Develop a clear succession plan to ensure continued success of EHSS activities;
- Identify and undertake mentoring activities for management and staff;
- Utilize the phased retirement program where possible to promote mentoring and knowledge retention;
- Identify opportunities for internships that will encourage young professionals to seek employment within AU;
- Develop and implement AU-wide policies and processes to ensure training and professional development of staff;
- Ensure proper training and qualification for all technical positions are clearly defined through the Technical Qualification Program; and
- Utilize Individual Development Plans (IDP) to identify training and professional development needs.

Strategic Objective 3 – Strengthen existing, and build new, relationships with stakeholders to identify knowledge gaps and improve opportunities for collaboration

- Encourage staff details or rotations within Headquarters and the Field;
- Participate in joint workshops and conferences to obtain greater understanding of best practices and emerging issues; and
- Participate in Interagency Working Groups, Departmental Working Groups, and Professional Organizations to exchange ideas and promote continuous improvement.

Goal 4: Implement Best Corporate Management and Performance Practices

In order to achieve Goals 1-3, the methods used to manage, develop, and disseminate EHSS' products need to be clearly documented and understood by all staff and management. Offices at all levels of EHSS must provide clear and consistent information to the Department, the Field, its contractors, and stakeholders using efficient and up-to-date business practices.

Legacy processes and organizational structures need to be reevaluated and redesigned, as necessary, to accomplish AU's goals and meet the needs of today's DOE. The elimination of redundant or overly prescriptive procedures and ensuring that all lower tier office's procedures align with AU's goals will help us to more efficiently meet our customers' needs. We will be sure that our electronic tools are serving our needs and not constraining our ability to remain agile as the Department's missions evolve.

Strategic Objective 1 – Assure business management practices support key strategic priorities and improve accountability at all levels

- Publish the current list of strategic priorities;
- Identify and examine existing core business practices and evaluate them for potential improvements;
- Identify and evaluate processes that are inherently linked to serving our customers and form the core of EHSS' products;
- Execute a fundamental review of the core processes used by the organizations. As part of this examination, each step in a business process will be examined, justified, and the value added described;
- Benchmark the best practices of other organizations;
- Evaluate efficacy of existing business practices; and
- Evaluate AU's strategic plan annually to determine progress on its Goals and modify as needed.

Strategic Objective 2 – Integrate proven technology into daily business practices that support the EHSS mission

- Identify areas where new technology can improve operations and processes and assist staff in carrying out their tasks in more efficient ways;

- Utilize necessary support to assure technology upgrades are compatible with existing office and departmental systems;
- Implement lifecycle management process for Information Technology (IT) assets;
- Utilize technologies that improve communications; and
- Examine opportunities to utilize IT solutions to automate/digitize core processes to realize product quality improvements.

