



Strategic Plan for the Office of Environment, Safety and Health



2003-2006

Table of Contents

Preface	1
Our Core Values	4
Mission and Vision	5
EH Overview	6
Goals, Objectives, and Strategies	8
Goal I	9
Goal II	11
Goal III	14
Goal IV	20
Goal V	24
Goal VI	27

Preface

The Office of Environment, Safety and Health (EH) Strategic Plan is designed to drive decision-making, while maintaining the flexibility to reflect changes in future directions of EH and the U.S. Department of Energy (DOE). It is consistent with the goals of *The President's Management Agenda* for improving the management and performance of the federal government. It is also consistent with, and supports, the DOE Strategic Plan and EH's role in supporting DOE's overarching mission to advance national, economic and energy security of the United States; to promote scientific and technological innovation in support of that mission; and to ensure the environmental cleanup of the national nuclear weapons complex.



Our Core Values

The hallmark and highest priority of all our activities is to protect the worker, the public, and the environment while performing all DOE operations. Fundamental to these core values are personal commitment, mutual trust, open communication, continuous improvement, and full involvement of all interested parties. The following guiding principles provide the framework by which EH will engage and support the DOE community and the DOE mission.

Communication

We will conduct our activities in an atmosphere of trust and confidence based on open, honest, inclusive and responsive communication.

Integrity and Respect

We will conduct our business with integrity and mutual respect.

Systematic Approach

We will apply a systematic approach to all activities that affect environment, safety, and health.

Valued Employees

We will empower our employees through information, tools, and program involvement.

Ownership and Accountability

We will establish clear ownership and accountability for all activities.

Quality Focus

The pursuit of quality, measured performance, and continuous improvement will be an integral part of EH processes, products, and services. EH will conduct its business with measured decision-making, customer focus, technical competence, and teamwork. EH will rely on meaningful performance measures to gauge its success and will be a leader in fostering the use of environment, safety, and health performance measures throughout DOE.

Mission

Provide the corporate leadership, performance goals, assistance, policies, programs and feedback to enable the Department of Energy to excel in mission performance while achieving excellence in safety and environmental stewardship.

Vision

DOE is recognized as a world-class performer in the areas of environment, safety and health through the assistance of EH, DOE's corporate resource for protecting its workers, the public and the environment.



EH Overview

Background:

The Office of Environment, Safety and Health's origins can be traced to the Manhattan Project to develop an atomic bomb during World War II. A project-wide health program was established with health and safety standards to protect the workers at the facilities where the work was carried out. In the post-war years, management of health and safety issues was decentralized under the DOE's predecessor agencies, the Atomic Energy Commission and the Energy Research and Development Administration. In the late sixties, it became apparent that a more centralized approach was needed to enhance the health and safety of workers and reduce the environmental impact of DOE activities. In 1981, the DOE established EH to focus on and enhance the environment, safety and health performance of DOE operations. Today EH advises the Secretary of Energy on the status of the health and safety of DOE workers, the public, and the environment near DOE facilities. To this end, EH developed an Integrated Safety Management Systems policy to provide a formal, organized process whereby people plan, perform, assess, and improve the safe conduct of work. The Integrated Safety Management System establishes the Department-wide safety management objective, guiding principles, and functions. The system encompasses all levels of activities and documentation related to safety management throughout the DOE complex. Through this policy, EH works with line management to ensure that work is conducted efficiently and in a manner that ensures protection of workers, the public and the environment.

By statute, DOE assumes direct regulatory authority for safety and health. EH plays a critical role by developing meaningful programs and policies and providing technical services, resources and information sharing. EH serves as DOE's advocate to assure the Department's interests are reflected in the formulations of environmental regulations and standards, develops environment, safety and health directives and policies, enforces compliance with DOE nuclear safety regulations pursuant to the Price-Anderson Amendments Act, and funds radiation health studies. EH is also responsible for implementing the Energy Employees Occupational Illness Compensation Program Act (EEOICPA) of 2000 by providing assistance to DOE contractor workers whose illness or injury was caused by their work at DOE.

Corporate Responsibilities:

Technical Support and Assistance

EH will facilitate the transfer and sharing of expertise to meet the needs of its vital customers and foster excellence, ownership, and accountability for environment, safety, and health.

Performance Assessment

EH will provide an ongoing assessment of DOE's environment, safety, and health performance and provide senior DOE managers emerging trends, vulnerabilities, and recommendations in support of key decision-making and policy development. EH will provide leadership in the Department's ES&H Operating Experience Program and collaborate with best-in-class organizations to share lessons learned and best practices and further enhance DOE's ES&H performance.

Quality Assurance

EH provides the corporate framework to ensure quality assurance is properly applied to all DOE operations and that work is performed safely and reliably. EH will provide the necessary policy, guidance, and corporate program direction.

Policies/Guidance/Rules Orders/Standards

EH will develop corporate environmental, safety, and health performance expectations that are clear, measurable, performance based, and complimentary with industries standards. These will be communicated in DOE's directive system rules, orders, and standards.

Health Studies

EH will support an effective collaborative radiological and non-radiological health studies program to identify health risks associated with the weapons complex, research, and environmental cleanup. Study results will support the development of policies and standards to improve the safe conduct of Department operations.

Workers' Compensation

EH will, for EEOICPA applicants, research employment, medical, and exposure records, assemble a case file, and process that case through an independent panel of physicians to determine if the applicant's injury or illness was caused by his/her work at DOE.

Goals, Objectives, and Strategies

We have six strategic goals. Four goals relate directly to our support of DOE's mission and are the primary responsibility of our organizations. The first and sixth goals crosscut the entire EH organization and provides support to the accomplishment of our mission.

- Goal I** Ensure DOE excellence in environment, safety and health.
- Goal II** Ensure the protection of the environmental resources affected by DOE activities.
- Goal III** Ensure DOE facilities operate safely.
- Goal IV** Ensure the safety and health of workers at DOE facilities and the communities that surround them.
- Goal V** Ensure accountability and continuous improvement in environment, safety, and health performance.
- Goal VI** Ensure EH organizational effectiveness.



Goals, Objectives and Strategies

Goal I Ensure DOE excellence in environment, safety and health.

Objective I-1 Develop and maintain ES&H policies, orders, standards, rules and guidance to ensure efficiency, effectiveness and support of the DOE mission.

Strategy I-1.1

Review current ES&H directives to streamline and improve relevancy.

Strategy I-1.2

Implement a program that ensures quality assurance principles are properly applied to DOE mission work.

Strategy I-1.3

Develop, maintain and continuously improve tools, models, and other methods to facilitate field and headquarters compliance with environmental requirements and protection of natural and cultural resources.

Strategic Indicators

The number of formal enforcement actions declines as the result of contractor excellence in performance assessment activities.

DOE operations maintain compliance better than private industry standards and minimize environmental impacts

DOE safety analysis and reliability assessments show improvement.

Strategic Impacts

Effective quality assurance programs result in greater ownership by line managers.

Innovative, cost-effective compliance strategies are used in meeting environmental regulatory requirements.

Goal I (cont.) Ensure DOE excellence in environment, safety and health.

Objective I-2 Provide corporate leadership for ES&H programs.

Strategy I-2.1

Provide expertise and assistance to support line management programs and ensure DOE meets its corporate responsibilities.

Strategy I-2.2

Improve the contribution of authorization basis activities to accelerate the safe and cost effective cleanup of DOE facilities across the complex.

Strategy I-2.3

Facilitate the transfer of jurisdiction of appropriate programs to the Occupational Safety and Health Administration (OSHA), the Nuclear Regulatory Agency (NRC), and other appropriate regulatory bodies.

Strategic Indicators

Worker safety and health statistics demonstrate continuous improvement.

Safety analysis, hazard, accident and risk analysis documentation effectively supports safety facility operations.

DOE and contractors use a consistent set of ES&H performance measures for all regulatory measures.

Strategic Impacts

The number of formal safety enforcement actions declines as a result of consistent performance measures.

Correction of the root cause and systemic problems results in savings from fewer facility safety issues and more efficient and effective operations.

Goal II Ensure the protection of the environmental resources affected by DOE activities.

Objective II-1 Develop, maintain, and distribute requirements, policies and guidance to promote environmental protection.

Strategy II-1.1

Update DOE policies and requirements to facilitate the safe and cost-effective stewardship of DOE property.

Strategy II-1.2

Ensure line management consideration of the environmental impacts in the planning and decision making for DOE's programs and projects.

Strategy II-1.3

Promote implementation of environmental management systems (EMS) at DOE sites in furtherance of environmental resources protection.

Strategy II-1.4

Facilitate reduction of life-cycle cost and environmental liability of Department programs through pollution prevention (P2).

Strategic Indicators

DOE Sites achieve cost savings in the disposition and management of property with residual radioactivity.

Sites meet DOE and Administration goals by establishing EMSs by 12/31/05.

DOE achieves its 2005 and 2010 P2 goals.

Strategic Impacts

DOE's environmental policy framework ensures that DOE operations attain and maintain compliance with applicable environmental requirements, achieve beyond-compliance results where practical, and minimize environmental impacts in non-regulated areas.

Implementation of waste minimization, recycling, and procurement of environmentally preferable products reduce DOE's resource use requirements and waste management compliance costs.

National Environmental Policy Act (NEPA) considerations are integrated into DOE project and program planning.

Goal II (cont.) Ensure the protection of the environmental resources affected by DOE activities

Objective II-2 Provide the necessary expertise to ensure that DOE headquarters and the field can meet and exceed applicable environmental regulatory requirements.

Strategy II-2.1

Disseminate guidance and provide technical support that promotes the ownership and effective implementation of NEPA requirements by line management.

Strategy II-2.2

Assist DOE field elements in implementing the most efficient and cost-effective approaches to environmental compliance.

Strategy II-2.3

Develop, maintain and continuously improve tools, models, and other methods to facilitate field and headquarters compliance with environmental requirements and protection of natural and cultural resources.

Strategy II-2.4

Collect, interpret and report information on DOE's environmental performance to other Federal agencies and the public.

Strategic Indicators

Any new alternative regulatory approaches that are developed are cost-effective and fully compliant.

Externally required DOE environmental performance reports are issued on time.

Strategic Impacts

Innovative, cost-effective compliance strategies are used in meeting applicable environmental regulatory requirements.

Program and site offices assume greater ownership for preparing timely and legally sufficient NEPA documents that require less EH involvement.

Modeling, assessment, and other related tools are technically sound, user-friendly and result in cost-effective compliance.

Goal II (cont.) Ensure the protection of the environmental resources affected by DOE activities.

Objective II-3 Provide expertise to establish national and international environmental protection requirements and guides that are effective, practical and equitable.

Strategy II-3.1

Provide comments on environmental rulemakings and guidance that affect DOE operations.

Strategy II-3.2

Promote harmonization of the U.S. Government's approach to radiation protection.

Strategy II-3.3

Promote innovative national and international environmental standards and protection practices.

Strategic Indicators

DOE recommendations for cost-effective, technically feasible and flexible environmental protection requirements are addressed by regulators and national and international standard-setting bodies.

Strategic Impacts

The Department's unique circumstances are addressed in external environmental regulatory frameworks.

Consistent Federal methods for radiological protection, including the cleanup of a radiological dispersal device (RDD) event, are developed and implemented.

Goal III Ensure DOE facilities operate safely

Objective III-1 Streamline safety policies, rules, orders, standards, and guidance to be consistent with industry requirements and to provide clear and consistent direction to headquarters and field operations.

Strategy III-1.1

Maintain the Department’s Function, Responsibilities, and Authorities Manual (DOE M 411.1-1) to ensure integration among the various program elements, establish clear lines of authority, and reduce redundancy of functions and responsibilities.

Strategy III-1.2

Maintain DOE nuclear and facility safety directives (e.g. policies, rules, orders, standards, and guidance, etc.) that complement and not duplicate or deviate from appropriated industry standards.

Strategy III-1.3

Work closely with line management and procurement personnel to establish a methodology to invoke industry standards.

Strategy III-1.4

Ensure that the Department is in full compliance with public law PL 104-113, *The National Technology Transfer and Advancement Act of 1995*, and Office of Management and Budget (OMB) Circular A-119 (OMB A-119), *Federal Participation in the Development and Use of Voluntary Standards*.

Strategy III-1.5

Interface closely with private industry and independent standards-setting organizations concerning nuclear and facility safety regulatory matters, including regulatory reform and project-specific activities.

Strategic Indicators

The overall number of DOE-specific orders, guides and standards will be reduced.

Strategic Impacts

DOE nuclear work requirements will be more similar to the private sector and thus save program implementation cost.

A greater number of contractors will bid on DOE contracts thus improving competition and lowering the cost of operation to DOE.

Goal III (cont.) Ensure DOE facilities operate safely.

Objective III-2 Identify, evaluate, monitor, manage, and resolve cross-cutting safety issues in a timely manner.

Strategy III-2.1

Implement a process to identify and track crosscutting facility safety issues to ensure that responses and deliverables are provided on time.

Strategy III-2.2

Interface and communicate with the Defense Nuclear Facilities Safety Board (DNFSB) and staff to understand their issues and ensure that they understand the Department’s position and progress in resolving crosscutting facility safety issues.

Strategy III-2.3

Provide corporate leadership to manage Departmental programs and initiatives developed in response to crosscutting facility safety issues.

Strategy III-2.4

Monitor Departmental activities, concerns and issues to identify potential crosscutting facility safety issues before they become Inspector General, General Accounting Office, or Defense Nuclear Facility Safety Board recommendations or letters.

Strategic Indicators

The DNFSB or other oversight reviewers will identify fewer cross-cutting facility safety issues.

Responses and deliverables associated with crosscutting safety issues identified by the DNFSB are provided to the Board in accordance with established timelines and accepted by the Board.

Strategic Impacts

Correction of the root cause of systemic problems will result in savings from fewer facility safety issues and more efficient and effective operations.

**Goal III
(cont.)**

Ensure DOE facilities operate safely.

**Objective
III-3**

Ensure the adequacy and validity of safety analysis documentation, and the readiness and ability of facilities to operate within those requirements.

Strategy III-3.1

Support line management by reviewing and providing feedback on facility safety analysis or safety basis documentation.

Strategy III-3.2

Support line management in the startup and restart of nuclear facilities by participating in the Operational Readiness Review process.

Strategy III-3.3

Work closely with other Departmental organizations and external groups and agencies to identify and import best practices in safety analysis and facility operational readiness.

Strategy III-3.4

Provide training and other information on the adequacy of safety basis documentation.

Strategic Indicators

Safety analysis, hazard, accident and risk analysis documentation effectively supports safe facility operations.

Facility safety performance statistics indicate DOE nuclear facilities are safer, on average, than those in the private sector.

Strategic Impacts

Facility safety basis documentation is in place to allow for continued and safe operation of DOE mission-essential work.

**Goal III
(cont.)**

Ensure DOE facilities operate safely.

**Objective
III-4**

Evaluate issues, incidents and accidents to determine the root cause or systemic problems and make recommendations for programmatic or human performance improvements to prevent recurrence.

Strategy III-4.1

Establish a formal process to identify root cause or systemic problems and provide recommendations to senior management to prevent recurrence of accidents, incidents, or issues.

Strategy III-4.2

Work closely with industry groups such as the Institute for Nuclear Power Operations (INPO) to identify and import industry best practices or programs, such as INPO's human performance improvement (HPI) initiative, to prevent recurrences.

Strategy III-4.3

Support line management by providing accident investigation training and providing technical and programmatic support to investigate accidents.

Strategic Indicators

Problem recurrence is reduced through implementation of a process to determine root causes or systematic problems.

Strategic Impacts

Systemic problems and root causes are remedied, reducing or eliminating recurrences and resulting in greater availability of facilities for the accomplishment of DOE mission work.

Goal III (cont.) Ensure DOE facilities operate safely.

Objective III-5 Provide technical support for corporate programs that ensure or enhance safe facility operations.

Strategy III-5.1

Maintain the EH Technical Capability Program in coordination with the EH Office of Planning and Administration.

Strategy III-5.2

Support line management in implementation of criticality safety and fire safety programs including training, mentoring, program reviews and evaluations, upon request, to ensure effective program implementation.

Strategy III-5.3

Manage the DOE Seismic Working Group established to meet Executive Order 12941 on Seismic Safety of Existing Federally Owned and Leased Buildings.

Strategy III-5.4

Serve as a corporate asset to provide assistance and technical support for Integrated Safety Management Systems (ISMS).

Strategic Indicators

Line management requests for technical support or assistance in areas covered by these technical programs are met.

Strategic Impacts

Programs exist to support the safe and efficient operations of facilities. A resource pool is available to line management, thereby eliminating the need for expertise in each individual program office.

**Goal
III(cont.)**

Ensure DOE facilities operate safely.

**Objective
II-6**

Enforce nuclear safety regulations in a manner that will result in improved nuclear safety performance in the DOE complex.

Strategy III-6.1

Communicate expectations to contractors clearly and consistently through enforcement guidance documents, program reviews, workshop presentations, enforcement conferences and meetings with senior management officials.

Strategy III-6.2

Provide positive incentives, i.e. foregoing or mitigating enforcement actions, to promote proactive behavior by contractors to improve nuclear safety performance.

Strategy III-6.3

Use enforcement authority judiciously and consistently to emphasize the need for contractor improvement in conduct of nuclear safety-related operations on DOE sites.

Strategy III-6.4

Maintain and enhance the Noncompliance Tracking System for use as a lessons learned tool for contractors.

Strategic Indicators

Noncompliance Tracking System reports increasingly result from the identification of precursors to significant nuclear safety issues rather than significant events.

When nuclear safety events occur, contractors routinely examine why performance assessment programs did not reveal the issues before the event.

Strategic Impacts

Number of safety events decline.

Number of NTS reports decline as the result of documented improvements in nuclear safety performance.

Number of formal enforcement actions declines as the result of contractor excellence in performance assessment activities.

Goal IV Ensure the safety and health of workers at DOE facilities and the communities that surround them.

Objective IV-1 Determine adverse health effects to workers and the public from exposures to chemical and radiological materials.

Strategy IV-1.1

Conduct health studies to establish the health effects of exposure to chemical and radiological materials.

Strategy IV-1.2

Maintain a health studies plan that includes DOE site health and risk profiles to guide and inform the need for future studies.

Strategy IV-1.3

Support basic research on the uptake and distribution of transuranics in the body.

Strategy IV-1.4

Maintain the beryllium worker exposure and health outcomes registry to determine the prevalence of disease and document the progression of health effects associated with beryllium exposures.

Strategy IV-1.5

Make health studies data available to the research community through the Comprehensive Epidemiologic Data Resource.

Strategic Indicators

DOE hazardous materials health effects are identified.

DOE site health and risk profiles are in place and kept current.

Strategic Impacts

Worker protection programs and policies are based on sound scientific evidence.

Accurate, reliable information wins the public's trust.

Goal IV (cont.) Ensure the safety and health of workers at DOE facilities and the communities that surround them.

Objective IV-2 Ensure state-of-the-art worker safety and health policies are in place.

Strategy IV-2.1

Actively engage with national and international standards-setting bodies to maintain current knowledge on the scientific basis used by these organizations in developing their standards and revise DOE policies accordingly.

Strategy IV-2.2

Proactively search the literature and studies concerning the health effects associated with DOE workplace hazards, determine their implications to existing DOE policies and revise policies, and as necessary to keep DOE worker safety and health policies current.

Strategy IV-2.3

Maintain relations with appropriate offices in DOE to ensure that the policies are incorporated in contracts, as appropriate to the hazards present.

Strategy IV-2.4

Team with DOE line management and contractor organizations to take actions that result in the efficient and cost-effective implementation of the policies.

Strategy IV-2.5

Manage and conduct the EH Federal Employee Occupational Safety and Health (FEOSH) Program and promote the implementation of FEOSH programs in other offices at DOE Headquarters.

Strategic Indicators

Worker safety and health policies and directives are modified utilizing the latest scientific data from health studies, literature and other organizations to assure a sound, current scientific basis for worker safety and health policy.

Line Management implements DOE worker safety and health policies in an efficient and cost effective manner.

Worker safety and health program performance statistics demonstrate that DOE policy is resulting in DOE workplaces that are safer, on average, than in private industry.

Enhancements are made to the EH FEOSH Program, and actions are taken to implement FEOSH Programs in other DOE Headquarters offices.

Strategic Impacts

Worker safety and health programs are tailored to the hazards present and workers are on the job in support of DOE mission essential work, thus avoiding lost work days from accidents and injuries, and worker compensation costs.

Lost work days and worker compensation costs will be significantly reduced.

Goal IV (cont.) Ensure the safety and health of workers at DOE facilities and the communities that surround them.

Objective IV-3 Detect and prevent work-related illness with an effective occupational health program.

Strategy IV-3.1

Publish performance expectations for the operation of preventive occupational health programs through Departmental policy and model contract language.

Strategy IV-3.2

Maintain relations with appropriate offices in DOE to assure that the occupational health program policy and model contract language is incorporated in contracts.

Strategy IV-3.3

Team with DOE line management and contractor organizations to take actions that result in the efficient and cost effective implementation of the occupational health program policy and model contract language.

Strategy IV-3.4

Proactively engage with DOE Line Management, contractor management and the occupational medicine physicians across the DOE to assure continuous improvement in preventive occupational health programs.

Strategy IV-3.5

Proactively communicate health effects information, to include the results of health studies and their implications, to workers and other interested DOE stakeholders.

Strategy IV-3.6

Team with DOE line management to ensure DOE workers are physically and mentally able to perform the functions of their duties.

Strategic Indicators

Model occupational health contract language designed to bolster preventive occupational health programs across the DOE, is published and adopted in contracts.

DOE worker lost workday case rate and workers compensation costs trend down.

Strategic Impacts

DOE workers are healthier, resulting in savings in worker compensation costs.

The adequacy of worker safety and health policy to provide appropriate protection is validated.

**Goal IV
(cont.)**

Ensure the safety and health of workers at DOE facilities and the communities that surround them.

**Objective
IV-4**

Process applications for Subpart D of the Energy Employees Occupational Illness Compensation Program Act of 2000 (EEOICPA) and provide information to the Department of Labor and the Department of Health and Human Services (National Institute for Occupational Safety and Health) to support their activities within the EEOICPA.

Strategy IV-4.1

Improve the efficiency of processing applications through improved processes and reporting.

Strategy IV-4.2

Improve internal communication with other Federal Agencies in order to facilitate the ease and accuracy of implementing and maintaining the EEOICPA program to best serve former and current DOE contract workers who have filed claims pursuant to the program requirements.

Strategy IV-4.3

Improve communication with external customers, including former and current DOE contract workers, state workers' compensation agencies, Congressional representatives, and other parties in an effort to share information and status about the EEOICPA program.

Strategic Indicators

Maximize weekly volume of cases prepared for physician panel review and cases reviewed by physician's panel. Reducing the backlog of outstanding data requests leads to completing more claim files for physician panel review.

Strategic Impacts

Applicants notified of Physicians Panel outcomes in a timely manner.

DOE data is not a controlling factor in the Department of Labor/National Institute of Occupational Safety and Health, subpart B Processing.

Goal V Ensure accountability and continuous improvement in environment, safety, and health performance.

Objective V-1 Provide up-to-date and accurate analysis of DOE-wide performance in protecting the public, the workers, and the environment.

Strategy V-1.1

Conduct routine trending and analysis of all ES&H performance information, provide timely performance information, and promote safety awareness throughout the Department.

Strategy V-1.2

Develop an enhanced DOE-wide Operating Experience Program; including improved lessons-learned and best practices. Topical areas will include Suspect Counterfeit Items and Software Quality Assurance.

Strategy V-1.3

Provide innovative contract approaches to improve ES&H performance of contract terms and conditions.

Strategic Indicators

DOE and contractor senior managers and workers use daily complex-wide ES&H performance information to enhance performance. Worker safety and health statistics demonstrate continuous improvement.

Quarterly and annual ES&H performance information and improvement items on cross-cutting ES&H issues having DOE-

wide impact are published in the Quarterly rollup and annual ES&H report.

The application of contract terms and conditions by DOE is evident, including performance measures, and performance is rewarded or penalized accordingly. Performance assessment results are used to tailor contract terms and conditions.

DOE and contractors utilize a consistent set of ES&H Performance Measures for corporate reporting and monitoring.

Strategic Impacts

DOE corporate performance measures improve and worker injuries are minimized.

ES&H issues are resolved in a timely manner and DNFSB recommendations are reduced.

Corporate Performance Assessment provides analytical results to DOE managers to improve policy development and execution, contract enforcement, and continuous improvement.

Goal V (cont.) Ensure accountability and continuous improvement in environment, safety, and health performance.

Objective V-2 Provide a DOE corporate structure for Quality Assurance (QA), including policies and quality processes.

Strategy V-2.1

Implement a program that ensures quality assurance principles are properly applied to DOE mission work. This includes the proper application of QA in engineering designs, documented safety analysis, software codes, and suspect/counterfeit items.

The Radiological Environmental Science Laboratory, the DOE Laboratory Accreditation Program and the National Analytical Management Program effectively support DOE-wide quality assurance functions.

The DOE Voluntary Protection Program expands to include more sites and workers. Participating sites and participants ensure worker safety and health at those sites is maintained or continues to improve.

Strategy V-2.2

Develop and issue QA policy and guidance to ensure proper application in planning and implementation of DOE work activities.

DOE Self-Assessment Certification Program is established and viewed as an effective means to improve ES&H self-assessment processes throughout DOE.

Strategy V-2.3

Implement and manage a Central Registry to support the effective control and maintenance of Software Toolbox Codes.

Strategic Impacts

Innovative and cost-effective implementation of quality assurance results in greater ownership by line managers. DOE safety analysis and reliability of software codes are improved.

Strategy V-2.4

Manage DOE-wide accreditation, certification and analytical programs.

Consistency and quality is achieved in engineering designs and hardware.

Strategic Indicators

Quality Assurance policy and guidance is technically sound, maintained, and clearly understood throughout DOE.

Certifications programs demonstrate consistently improved and sustained ES&H performance.

The Central Registry is established, managed and utilized by line management in the development of safety analysis.

Goal V (cont.) Ensure accountability and continuous improvement in environment, safety, and health performance.

Objective V-3 Integrate ES&H information systems, tools, and capabilities to provide accurate and timely information.

Strategy V-3.1

Develop and manage integrated corporate ES&H reporting systems, e.g., Occurrence Reporting and Processing System, Computerized Accident/Incident Reporting System, Radiation Exposure Monitoring System.

Strategy V-3.2

Provide corporate ES&H analytical capabilities to support management decision-making.

Strategy V-3.3

Consolidate, manage, and maintain a Web Site for dissemination of accurate and timely ES&H information.

Strategy V-3.3

Partner with DOE’s Office of the Chief Information Officer to comply with policies and guidance on corporate enterprise architecture, cyber-security, and information technology.

Strategic Indicators

Regulatory goals and requirements are met and EH participates in all DOE or OCIO policy and guidance activities regarding corporate architecture, cyber-security, and information management and technology.

Web Site is updated and provides accurate ES&H data and analysis to users. Web Site is routinely reviewed to ensure that information needs of users are being met.

Services are delivered and meet performance metrics in OCIO Service Agreements.

Strategic Impacts

Significant cost savings will result from timely analysis and dissemination of report data.

Goal VI Ensure EH organizational effectiveness.

Objective VI-1 Monitor, assess, and continually improve human capital planning and development and its impact on mission accomplishment.

Strategy VI-1.1

Provide executives and supervisors with the appropriate means to identify skill requirements and the most effective activities for employee development.

Strategy VI-1.2

Fine-tune the EH organization deployed in early 2003 to continue efficiency and support improvements

Strategy VI-1.3

Provide ES&H support to all of DOE for emergent issues and cross-cutting programs.

Strategy VI-1.4

Establish a culture of continuous learning and employee development through a number of training and educational development techniques and activities.

Strategy VI-1.5

Analyze the impact of continuous learning and individual development on mission performance to determine if training has helped achieve organizational goals and objectives.

Strategy VI-1.6

Perform periodic succession planning and implement activities to ensure workforce diversity.

Strategic Indicators

A streamlined, effective, and diverse learning organization is in place to provide recruitment, education and development, and personnel management. A well functioning Headquarters element consists of skilled employees in a diverse work environment.

Organization complies with Federal and DOE personnel management requirements and meets objectives of the President's Management Agenda regarding Strategic Management of Human Capital.

Strategic Impact

Employees of the organization are high performers and consistently effective and efficient, morale is increased, customer service is improved and regulatory requirements are met.

EH mission accomplishments are viewed as results-oriented and financially-efficient.

Goal VI (cont.) Ensure EH organizational effectiveness.

Objective VI-2 Evaluate and improve the budget planning and execution processes for more consistent and efficient financial accountability.

Strategy VI-2.1

Improve budget planning and formulation across the entire the organization.

Strategy VI-2.2

Establish an integrated, corporate approach within EH for a more efficient accountability of financial activities.

Strategy VI-2.3

Perform regular budget reviews to focus on needs and the best sources to meet those needs.

Strategy VI-2.4

Provide executives and supervisors with periodic reports and other documents that update appropriate budget and financial information.

Strategic Indicators

Executives and managers perform program planning in a cost effective manner, expenditures are consistently tracked, and funding documentation is timely, accurate, and reflects the needs of the organization.

Congressional reviewers receive accurate and timely funding requirements information

Strategic Impact

Execution of spending meets the needs of program requirements for mission accomplishment.