



## **Department of Energy Review of Mission, Priorities, and Initiatives**

DOE/DNFSB Interface Workshop  
Discussion of Secretarial Initiatives

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Under Secretary  
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## **Last Year, National Security Was Made DOE's Unifying Mission – It Remains So Today**

- Primary Mission Elements
  - Economic security – clean, reliable, economic energy supply
  - National security
    - » Defense and home land security
    - » Counter terrorism and critical infrastructure protection
- Enabling Mission Elements
  - Environmental management of the primary elements
    - » Remediation
    - » Waste management
    - » Emissions management – water, air (carbon), soil, etc.

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## **Reviewing Key Developments at DOE Since Last Year Provides a Perspective on Where We Are and Where We Are Going**

- Environment
- National Security
- Energy
- Science
- Management

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## **ENVIRONMENT – Was a Dominant Theme for the Department in '02**

- The EM accelerated cleanup program was launched
- Site selection was completed for the High Level Waste repository at Yucca Mountain
- The MOX program achieved legal clearance and full funding requests (See also National Security)
- DOE took a leadership role in achieving the President's greenhouse gas emissions reduction goals (See also Energy)

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## **The EM Acceleration Program – Cutting the Schedule in Half and Saving Over \$50B for Other Public Benefits**

- Outstanding progress so far
- This is the Department's most significant opportunity to improve the environment and reduce risk, cost and schedule
- Short term results are required to sustain funding
- The program is increasingly work-logic integrated with the HLW, NE, SC, and NNSA programs
- Configuration is trending toward two parts
  - A nationally integrated, baseline controlled, cleanup project and
  - Other longer-term “operating” programs

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## **NATIONAL SECURITY – Continues at the Center of DOE Activity with Major Nonproliferation Agenda**

- Secretarial initiative on non proliferation
- Responding to homeland security needs
  - Secure / protect / relocate SNM, HLW, and sources (see also Environment)
  - Secretarial initiative on RDD (Radiological Dispersion Devices)
  - Fill the strategic petroleum reserve (see also Energy)
- Continuation of NNSA Defense Programs initiatives
  - MOX, Pit Manufacturing, Tritium Production, NIF (fusion), MESA (microelectronics), DART (inspection)
- Russia remains the DOE foreign policy focus but energy is now included as a major initiative

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## **ENERGY – Continues to be a Significant Focus**

- FreedomCar – Hydrogen focus as the potential energy carrier of the future
- Nuclear Power 2010 and Generation IV – nuclear is a key mid to long-term green house gas reduction measure
- Transforming Fossil Energy as the carbon management function of the Department
- Completing market tailoring of R&D portfolios to reflect forecasted oil & gas prices
- Launching Office of Transmission – National Grid Study
- Strategic Petroleum Reserve – “Fill Er Up”

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## **SCIENCE – DOE is the Nation’s Largest Source of Funding for the Physical Sciences - Supporting All DOE Mission Elements**

- Review of computing strategy to identify the next frontier
- Nanotechnology – A convergence of all of DOE’s science programs – centers underway at larger labs
- Biotechnology’s increasingly integrated with the physical sciences and core to the research mission
- Basic environmental research transferred from EM
- Continued stewardship of “big science” - government developed major facilities for the research community

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## **MANAGEMENT – Safety Continues as Our Primary Emphasis – Safety, Safeguards, Environment, Shipping QA**

- Exec Reviews - Bringing safety to the 7<sup>th</sup> Floor
  - Quarterly site performance and Oversight reviews
  - Event specific reviews
  - Corrective actions
- Safety summit and follow-up activities
- Requirements and contracting initiatives
- Oversight and EH reconfiguration underway
- Project scoping to reduce risk
- Current emphasis areas
  - Waste transportation
  - Electrical
  - Vehicles & equipment ops
  - Lifting & hoisting
  - Nuclear QA in construction
- Oversight indicates significantly improved system “stability”

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## **MANAGEMENT – The President’s Management Agenda Driving Improvement**

- Shift in FY04 to 5-year budget plan
- New contracting approaches continue
- Requirements streamlining for safety and efficiency
- Initiatives to improve diversity and small business opportunity
- Organizational tuning completed or underway in most programs

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## **Themes Driving Organizational Strategy – Responding to the President’s Management Agenda**

- Responding to shifts in operational strategy and business focus – A primary driver
- Cleaner lines of reporting
- Respond to legislative requirements for NNSA
- Increased efficiency and reduced cost
- Increased transfer of field and HQ experience – job rotation
- Increased emphasis on HQ line management (vs functional) responsibility

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## **What We Want From the Contractors**

- Improved protection of your and our workers, the public and environment
  - Safety, Safeguards & Security, Environment, and Shipping QA
- Help identifying and achieving an outstanding stretch vision
  - A stretch vision of the contract/site to set the framework for time-integrated performance measures and risk/reward strategies
  - Respond to risk reduction acceleration and management streamlining challenges
  - Deliver aggressive, proactive assistance with improvements that DOE needs to make
  - Provide management capability up to the challenge

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## **Summary**

- There were numerous significant and challenging programmatic decisions made during the year
- DOE and the contracting community have both made substantial steps toward reform and performance improvement but much more remains to be done
- Over the past year, DOE and the contractors appear to have accumulated a historically good annual record for managing their safety and fiscal stewardship responsibilities