

FY 2022
Congressional Budget
Request

FY 2020
Annual Performance
Report



Defense Nuclear
Facilities Safety Board

June 1, 2021

GOVERNMENT PERFORMANCE AND RESULTS ACT (GPRA) MODERNIZATION ACT

GPRA Strategic Planning Reporting Requirements

The GPRA Modernization Act of 2010 requires each agency to make available on its website a strategic plan establishing general strategic goals and objectives for a period of not less than four years. The Defense Nuclear Facilities Safety Board's (Board) Strategic Plan for Fiscal Years (FY) 2018–2022 (revised December 2019) is available on the Internet at www.dnfsb.gov. In addition, agencies are required to develop an Annual Performance Report (APR) that provides information on the agency's progress achieving the goals and objectives described in the Strategic Plan and Annual Performance Plan (APP). The Board's FY 2020 APR, based on the original plan, and the FY 2022 APP, based on the revised plan, are included in this Budget Request in accordance with the requirements of the Office of Management and Budget Circular A-11.

Defense Nuclear Facilities Safety Board

FY 2022 Congressional Budget Request • FY 2020 Annual Performance Report

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PROPOSED APPROPRIATIONS LANGUAGE

Salaries and Expenses

For expenses necessary for the Defense Nuclear Facilities Safety Board in carrying out activities authorized by the Atomic Energy Act of 1954, as amended by Public Law 100-456, section 1441, \$31,000,000, to remain available until September 30, 2023.

FY 2022 REQUEST EXECUTIVE SUMMARY

The Board requests \$31,000,000 and 115 full-time equivalents (FTEs) to carry out its mission in FY 2022. There is no change from the agency's FY 2021 appropriation level of \$31,000,000.

The Board's foundation is built on the expertise of its Board Members and its staff in support of the Board's mission, and approximately two-thirds of the Board's annual budget is dedicated to salaries and benefits. The Board will be executing an aggressive staffing plan for FY 2021 and FY 2022 focused on hiring highly skilled engineers, scientists, and professionals to support the agency's mission. These hiring levels will significantly reduce the carryover funding in FY 2022.

The Board's FY 2022 request also includes maintaining cybersecurity, physical security, and secure communications. The Board will also continue to focus on employee engagement and strategic planning. These investments enable the staff to do mission-critical work more efficiently and effectively.

Operating Expense Summary

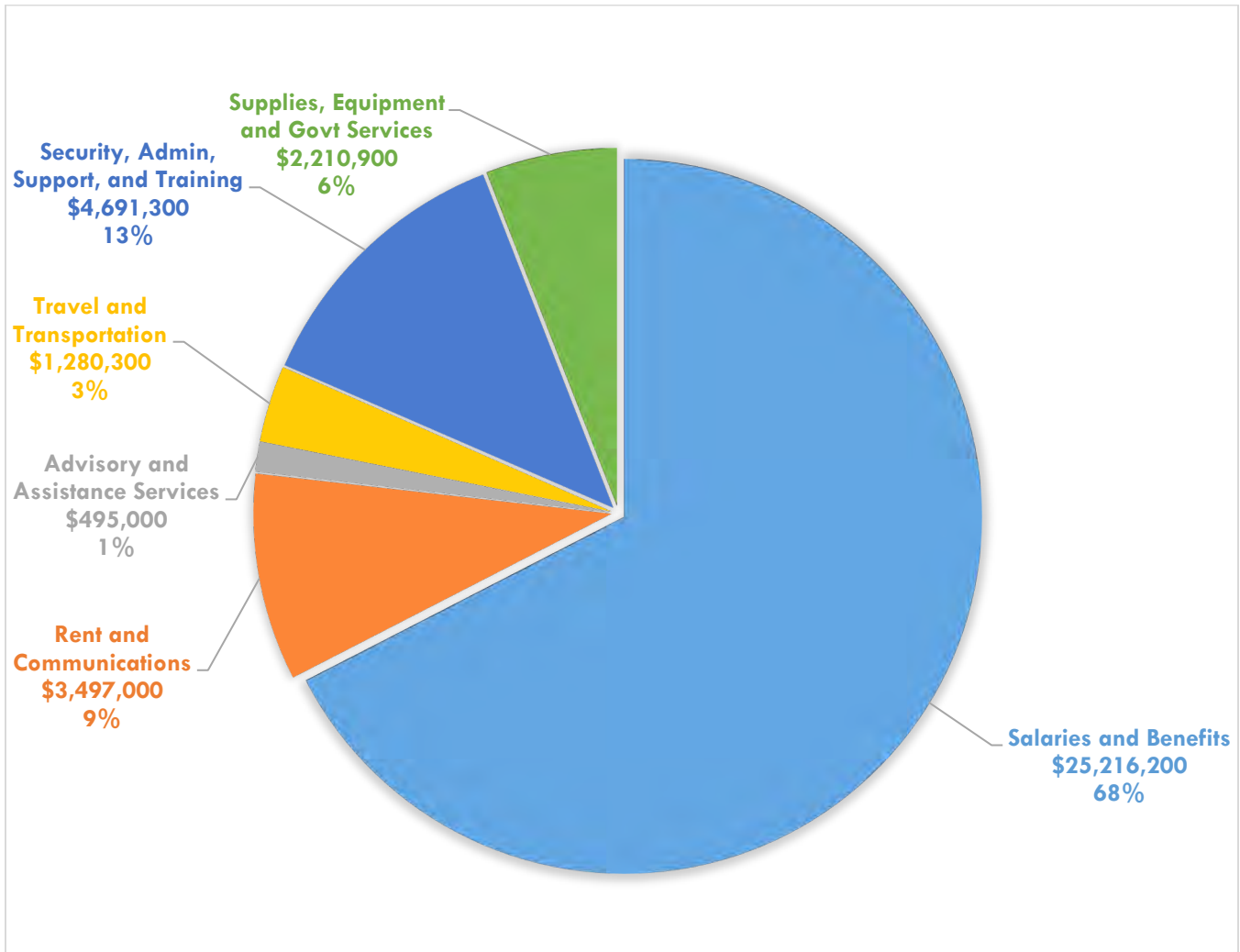
	FY 2020 Actual	FY 2021 Plan	FY 2022 Request
Budget Authority	31,000	28,836	31,000
Obligations	25,135	35,179	37,391
Outlays	27,917	32,435	35,147

Numbers in thousands

Personnel Summary

	FY 2020 Actual	FY 2021 Plan	FY 2022 Request
Statutory Personnel (FTE) Ceiling	130	130	130
On-Board	97	116	115
FTE Usage	100	114	115

FY 2022 Projected Obligations by Major Category



THE MISSION

Mission Statement

The mission of the Board shall be to provide independent analysis, advice, and recommendations to the Secretary of Energy to inform the Secretary, in the role of the Secretary as operator and regulator of the defense nuclear facilities of the Department of Energy, in providing adequate protection of public health and safety at such defense nuclear facilities, including with respect to the health and safety of employees and contractors at such facilities.

42 U.S.C. § 2286a(a)

The Board's Legislative Mandate

The Board's specific functions are delineated in its enabling statute at 42 U.S.C. § 2286a(b):

- The Board shall review and evaluate the content and implementation of the standards relating to the design, construction, operation, and decommissioning of defense nuclear facilities of the Department of Energy (including all applicable Department of Energy orders, regulations, and requirements) at each Department of Energy defense nuclear facility. The Board shall recommend to the Secretary of Energy those specific measures that should be adopted to ensure that public health and safety are adequately protected. The Board shall include in its recommendations necessary changes in the content and implementation of such standards, as well as matters on which additional data or additional research are needed.
- The Board shall investigate any event or practice at a Department of Energy defense nuclear facility that the Board determines has adversely affected, or may adversely affect, public health and safety.
- The Board shall have access to and may systematically analyze design and operational data, including safety analysis reports, from any Department of Energy defense nuclear facility.
- The Board shall review the design of a new Department of Energy defense nuclear facility before construction of such facility begins and shall recommend to the Secretary, within a reasonable time, such modifications of the design as the Board considers necessary to ensure adequate protection of public health and safety. During the construction of any such facility, the Board shall periodically review and monitor the construction and shall submit to the Secretary, within a reasonable time, such recommendations relating to the construction of that facility as the Board considers necessary to ensure adequate protection of public health and safety. An action of the Board, or a failure to act, under this paragraph may not delay or prevent the Secretary of Energy from carrying out the construction of such a facility.
- The Board shall make such recommendations to the Secretary of Energy with respect to Department of Energy defense nuclear facilities, including operations of such facilities, standards, and research needs, as the Board determines are necessary to ensure adequate protection of public health and safety. In making its recommendations, the Board shall consider, and specifically assess, risk (whenever sufficient data exists), and the technical and economic feasibility of implementing the recommended measures.

FY 2018 – 2022 Strategic Plan

The Board published an updated FY 2018–2022 agency Strategic Plan that established the strategic goals and objectives below in December 2019.

Strategic Goal 1

Provide proactive and independent oversight of the defense nuclear complex.

Strategic Objective 1.1 – Complete timely, high-quality safety reviews that identify and analyze safety issues and best practices, and search for similar challenges complex-wide.

Strategic Objective 1.2 – Develop and issue advice and recommendations designed to ensure safety and employ best practices within the defense nuclear complex.

Strategic Objective 1.3 – Provide robust field oversight of facilities and projects across the defense nuclear complex.

Strategic Goal 2

Enhance transparency of ongoing Agency initiatives and the state of safety within the defense nuclear complex.

Strategic Objective 2.1 – Proactively sustain sound working relationships with relevant government and non-governmental entities.

Strategic Objective 2.2 – Improve timely dissemination of information about the Board priorities and conclusions regarding the state of safety at Defense Nuclear Facilities.

Strategic Goal 3

Develop and maintain an outstanding workforce to achieve the Agency’s mission.

Strategic Objective 3.1 – Cultivate an agile workforce with the skills necessary to meet the mission.

Strategic Objective 3.2 – Use professional development and training to efficiently and effectively accomplish the mission.

Strategic Goal 4

Maximize the DNFSB’s performance by pursuing excellence in our Agency culture and operations.

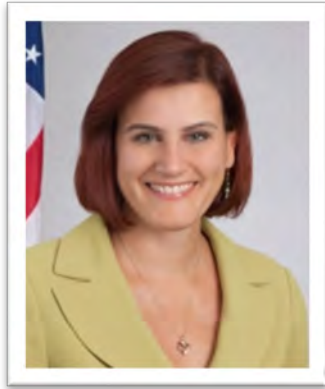
Strategic Objective 4.1 – Pursue efficiency through continuous improvement of internal policies and procedures through testing and evaluation.

Strategic Objective 4.2 – Establish and maintain a culture that encourages teamwork and innovation across the Agency in accordance with core values.

Strategic Objective 4.3 – Strengthen operational performance by modernizing Agency processes and associated infrastructure.

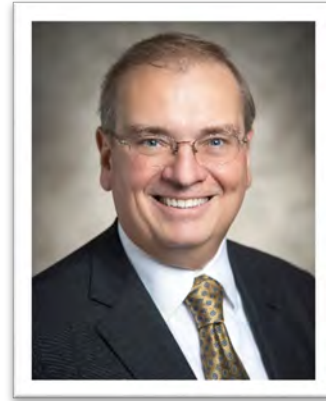
ORGANIZATIONAL STRUCTURE

The five-member Board¹ leads the agency in accomplishing its mission and determines actions regarding the safety aspects of the design, construction, operation, and decommissioning of the Department of Energy's (DOE) defense nuclear facilities.



CHAIR

Ms. Joyce L. Connery



VICE CHAIR

Mr. Thomas A. Summers



Board Member

Ms. Jessie Hill Roberson

Board Member

Vacant

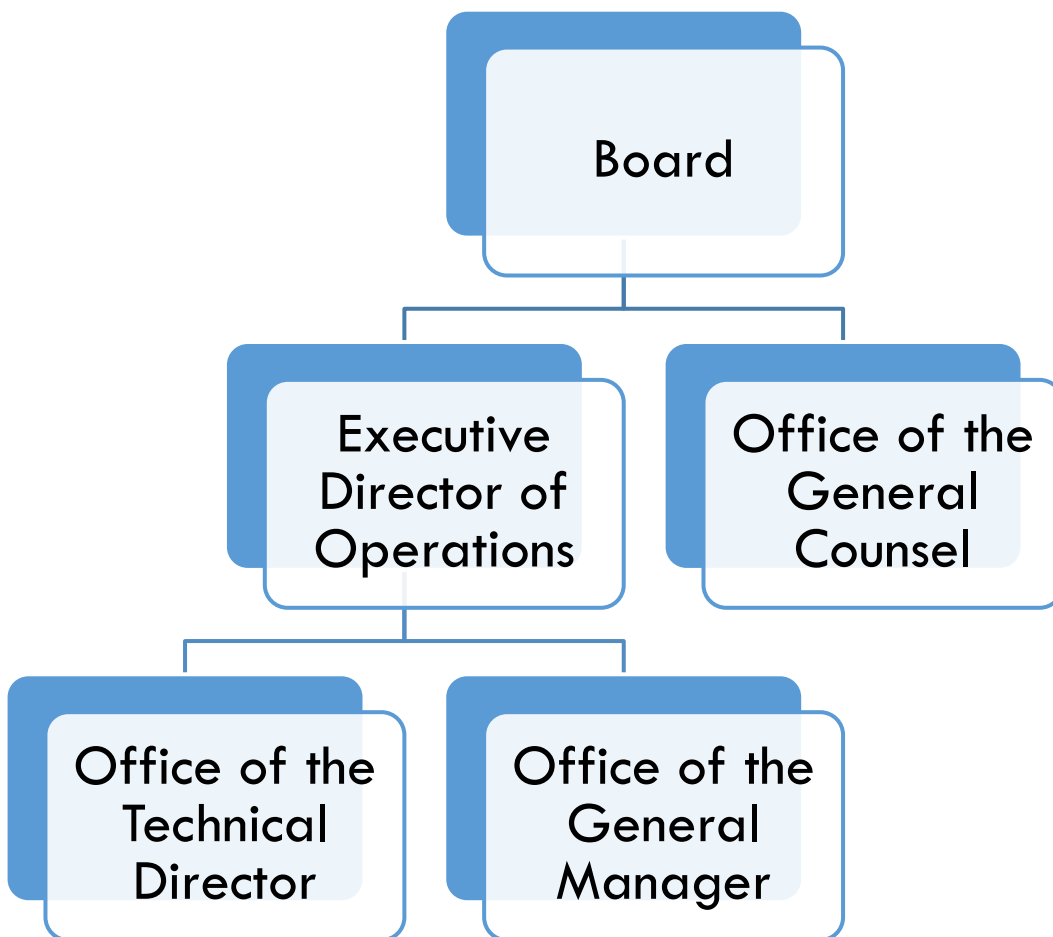
Board Member

Vacant

¹ There are currently two vacancies on the Board.

Organizational Chart

The Board is statutorily capped at 130 federal FTEs and is currently arranged in three offices under the five-member board. The majority of FTEs are assigned to the Office of the Technical Director (OTD), where they directly carry out the mission of the Board, supported by the Office of the General Manager (OGM) and the Office of the General Counsel (OGC). The National Defense Authorization Act for FY 2020 directed the hiring of an Executive Director of Operations (EDO) to oversee the Board’s general administration and technical matters. It also included direction for the Chair to delegate to the EDO the administrative functions of the Board and the appointment and supervision of employees other than those in the Office of the General Counsel. This executive position was filled in FY 2021.



FY 2022 BUDGET RESOURCE REQUEST SUMMARY

Obligations by Fiscal Year

Budget Account -- OC	FY 2020 Financial Plan	FY 2021 Financial Plan	FY 2022 Budget Request
PERSONNEL SALARIES -- (11)	\$14,980,700	\$17,653,800	\$18,723,200
PERSONNEL BENEFITS -- (12)	\$4,856,700	\$5,686,300	\$6,493,000
BENEFITS FOR FORMER PERSONNEL -- (13)	-	-	-
TRAVEL -- (21)	\$1,026,000	\$1,026,000	\$1,226,000
TRANSPORTATION OF THINGS -- (22)	\$54,300	\$54,300	\$54,300
RENTAL PAYMENTS TO GSA -- (23.1)	\$3,086,800	\$3,102,200	\$3,150,000
COMMUNICATIONS & UTILITIES (23.3)	\$347,000	\$347,000	\$347,000
PRINTING & REPRODUCTION -- (24)	\$29,100	\$29,100	\$29,100
ADVISORY & ASSISTANCE SERVICES -- (25.1)	\$495,000	\$495,000	\$495,000
OTHER SERVICES -- (25.2)	\$4,297,100	\$4,507,200	\$4,452,800
GOVERNMENT SERVICES -- (25.3)	\$1,392,900	\$1,453,700	\$1,521,100
OPERATION & MAINT. OF FACILITIES -- (25.4)	\$27,000	\$27,000	\$102,000
OPERATION & MAINT. OF EQUIPMENT -- (25.7)	\$107,400	\$107,400	\$107,400
SUPPLIES & MATERIALS -- (26)	\$323,800	\$323,800	\$323,800
ACQUISITION OF ASSETS -- (31)	\$657,000	\$366,000	\$366,000
TOTAL OBLIGATIONS	\$31,680,800	\$35,178,800	\$37,390,700
NEW BUDGET AUTHORITY	\$31,000,000	\$28,836,000	\$31,000,000
UNOBLIGATED BALANCE - PREV. FY	\$7,995,600	\$14,291,100	\$8,248,300
RECOVERY OF PRIOR YEAR OBLIGATIONS	\$430,000	\$300,000	\$400,000
TOTAL BUDGETARY RESOURCES	\$39,425,600	\$43,427,100	\$39,648,300
EST. UNOBLIGATED BAL. - CUR. FY	\$14,291,100	\$8,248,300	\$2,257,600
OUTLAYS	\$27,917,200	\$32,435,200	\$35,147,300
STAFF & BOARD MEMBERS (FTE)	100	114	115

FY 2022 Budget Request Justification Highlights

Salaries and Benefits (OC 10)

The FY 2022 request for OC 10 (which covers OC 11 and OC 12) includes funding of \$25,216,200 to support the projected salary and benefit costs for 115 FTEs. The funding for salaries and benefits represents 68 percent of the Board's FY 2022 estimated obligations. In calculating the projected salary and benefits needs of the Board, the following federal pay adjustment and benefits factors for executive branch employees are used:

- Civilian pay increase of 1 percent in January 2022
- Employee benefits of 33 percent of salaries

Note: personnel benefit (OC 12) costs also include other costs (e.g., change of station, public transit subsidies).

In establishing the Board, Congress sought to bring the best talent available to focus on health and safety oversight associated with the design, construction, operation, and decommissioning of DOE's defense nuclear facilities. The recruitment and retention of scientific and technical staff with outstanding qualifications are the key components in the Board's human capital strategy. The Board has assembled a small and highly talented technical staff with extensive backgrounds in science and engineering disciplines, such as nuclear-chemical processing, conduct of operations, general nuclear safety analysis, conventional and nuclear explosive technology and safety, storage of nuclear materials, nuclear criticality safety, and radioactive waste management. Most of the technical staff have technical master's degrees, and many hold doctoral degrees. Many of the Board's technical staff members possess practical nuclear experience gained from duty in the U.S. Navy's Nuclear Propulsion Program (also known as Naval Reactors), the nuclear weapons field, or the civilian nuclear power industry. In order to accomplish the Board's highly technical mission, it is of paramount importance that the Board receives funds to meet the salary and benefit requirements of the staff.

The Board maintains a cadre of 13 Resident Inspectors that provides a cost-effective means for the Board to closely monitor DOE activities and to identify health and safety concerns promptly by conducting first-hand assessments of nuclear safety management at five priority sites. Resident inspectors regularly interact with the public, union members, congressional staff members, and public officials from federal, state, and local agencies. Staff may be temporarily assigned to sites for a period of weeks or months to augment Resident Inspectors and/or as a development tool.

Travel (OC 21)

The Board requests \$1,226,600 to support the official travel of Board Members and staff. Extensive travel to the various DOE defense nuclear facilities located throughout the United States is necessary for Board Members and staff to conduct first-hand assessments of operations and associated health and safety issues. In order to fulfill its mission, the Board assigns technical staff teams to near-continuous monitoring of major startup, testing, restart, or other activities at various DOE sites.

Travel funds are also used to pay for expenses associated with public hearings and meetings at or near DOE sites, where any interested persons or groups may present comments, technical information, or data concerning health and safety issues under the Board's purview.

Transportation of Things (OC 22)

The Board has included \$54,300 in its FY 2022 Budget Request for the shipment of household goods for employees relocating to/from the Washington, D.C. area and/or becoming Resident Inspectors at DOE facilities.

Rental Payments to GSA (OC 23.1)

The Board requests funds totaling \$3,150,000 to reimburse the U.S. General Services Administration (GSA) for projected office rental costs based on the rent estimate received from GSA. This overhead expense represents approximately 9 percent of the Board's FY 2022 estimated obligations. The Board entered into a 10-year lease in March 2016 for its headquarters in Washington, D.C.

Communications and Utilities (OC 23.3)

The Budget Request includes \$347,000 for projected communications support costs. Funds in this account will be used for voice over internet protocol telephone service, smartphone services, internet access charges (both at the Board's headquarters and its alternate continuity of operations (COOP) location), postage and overnight delivery costs, and special messenger services. The physical COOP space is located at a DOE facility, and all costs necessary for maintaining the readiness of the alternate location are included under this OC.

Printing and Reproduction (OC 24)

The Budget Request includes \$29,100 for reimbursing the U.S. Government Publishing Office for publication of required legal notices in the Federal Register.

Advisory and Assistance Services (OC 25.1)

The Budget Request includes \$495,000 for training of the Board's engineers and scientists, as well as technical service contracts.

Other Services (OC 25.2)

The Budget Request includes \$4,452,800 to fund a wide range of recurring information technology and administrative support needs of the Board in FY 2022 in such areas as physical and cyber security, information technology, administrative support, recruiting, and training of the Board's professional and administrative staff, including members of the Senior Executive Service.

Government Services (OC 25.3)

The Budget Request includes \$1,521,100 for reimbursable support agreements with other Federal agencies and increases in other government service provider costs. The Board uses cross-servicing arrangements for physical security, accounting and payroll processing services, health unit, employee background investigations for security clearances, and Employee Assistance Program services.

Operation and Maintenance of Facilities (OC 25.4)

The Board requests \$102,000 for maintaining/updating the Board's facilities (e.g., carpet replacement, heating, ventilation, and air conditioning maintenance; building alterations; and plumbing repairs outside the scope of the building lease).

Operation and Maintenance of Equipment (OC 25.7)

The Board requests \$107,400 for maintaining and repairing Board equipment (e.g., information technology (IT) systems, copier maintenance agreements, repair of office equipment) and for storage of household goods associated with a permanent change of station.

Supplies and Materials (OC 26)

The Board requests \$323,800 for continued access to numerous technical standards databases, legal research services, IT system components, and general office supplies and materials.

Acquisition of Assets (OC 31)

The Board requests \$366,000 in acquisition of assets, primarily for IT equipment and software supporting the Board's operations, such as investment to enhance secure communications, minor enhancements to existing software systems, and replacement of end-of-life office equipment.

FY 2020 ANNUAL PERFORMANCE REPORT / FY 2022 ANNUAL PERFORMANCE PLAN

Overview

The Board published an updated FY 2018–2022 Agency Strategic Plan that established revised strategic goals and objectives in December 2019. The Board’s FY 2020 Annual Performance Plan (APP) was executed in alignment with these goals and objectives. As part of this initiative, the Agency migrated away from strategic goals, objectives, and measures that measure only quantitative outputs and instead focuses on a mixture of qualitative and quantitative outputs. For example, instead of taking credit for the number of internal DNFSB meetings, for FY 2020, the Agency measured its results through qualitative benchmarks and outcomes. The FY 2020 Annual Performance Report (APR) presents Agency outcomes described in narrative fashion after each strategic objective. Data is included where relevant and appropriate. Of note, the COVID-19 pandemic impacted several goals and measures. That said, in many instances, the Board was able to develop and adapt new strategies to complete the mission. The FY 2022 APP provides similar alignment under the current Strategic Plan.

Mission Statement

The mission of the Board shall be to provide independent analysis, advice, and recommendations to the Secretary of Energy to inform the Secretary, in the role of the Secretary as operator and regulator of the defense nuclear facilities of the Department of Energy, in providing adequate protection of public health and safety at such defense nuclear facilities, including with respect to the health and safety of employees and contractors at such facilities.

Vision Statement

To secure a safe future for the American people through proven technical excellence and transparency that inspires public confidence as the defense nuclear enterprise evolves.

Organizational Structure²

The Defense Nuclear Facilities Safety Board is an independent organization within the executive branch of the United States Government, chartered with the responsibility of providing recommendations and advice to the President and the Secretary of Energy regarding public health and safety issues at Department of Energy (DOE) defense nuclear facilities. The Board is comprised of up to five Presidentially-appointed, Senate-confirmed Board Members. The Executive Director of Operations oversees the Agency’s operations, administrative, and technical matters, which includes the Office of the Technical Director and Office of the General Manager. The Office of the Technical Director supports the Board by providing expertise in the fields relating to the design, construction, operation, and eventual decommissioning of defense nuclear facilities. The Office of the General Manager supports the Board by providing expertise

² The National Defense Authorization Act for FY 2020 included direction that the Chairman delegate the administrative functions of the Board, appointment and supervision of employees other than those in the Office of the General Counsel, and other specified business functions to an Executive Director of Operations. The Board filled this executive position in January 2021.

in the fields of Human Resources, Budget and Finance, Information Technology, Security, Contracting, and Records Management. The Office of the General Counsel supports the Board by providing expertise on all Agency legal issues.

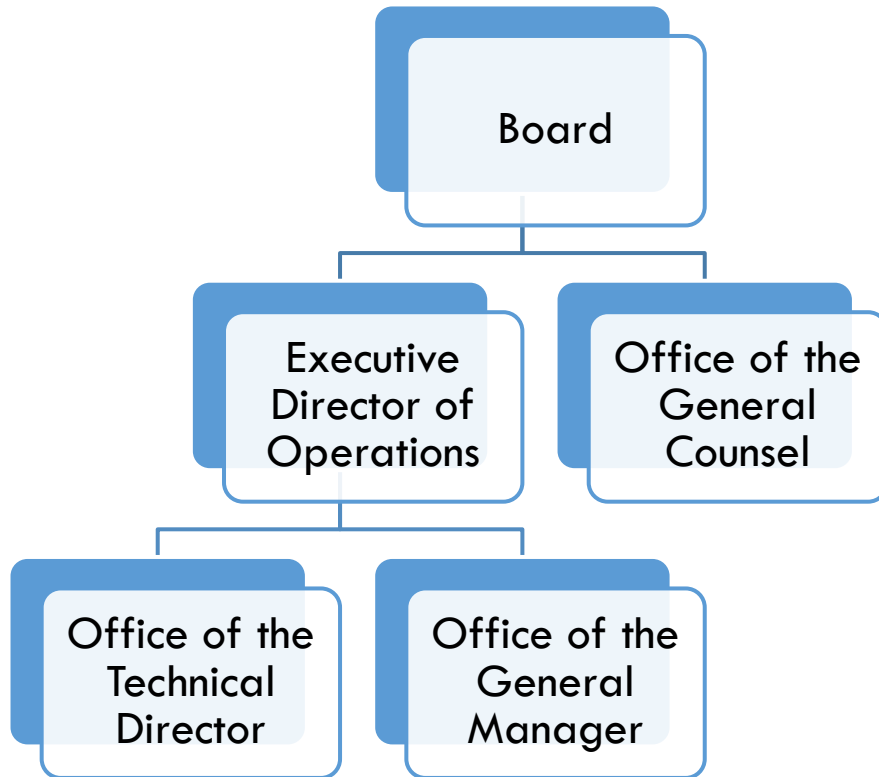


Figure 1. DNFSB Organizational Structure

Strategic Goals and Strategic Objectives (FY 2020 APR)

The Board’s Strategic Plan for FY 2018–2022 sets forth a broad vision of how the Board will fulfill its statutory mission to “provide independent analysis, advice, and recommendations to the Secretary of Energy to inform the Secretary, in the role of the Secretary as operator and regulator of the defense nuclear facilities of the Department of Energy, in providing adequate protection of public health and safety at such defense nuclear facilities, including with respect to the health and safety of employees and contractors at such facilities.” The FY 2020 APR is aligned with the strategic goals and objectives defined in the Board’s original Strategic Plan for FY 2018–2022.

GOAL 1

Provide proactive and independent safety oversight of the defense nuclear complex.

Strategic Objective 1.1—Complete timely, high-quality safety reviews that identify and analyze safety issues and best practices, and search for similar challenges complex-wide.

Strategic Objective 1.2—Develop and issue advice and recommendations designed to ensure safety and employ best practices within the defense nuclear complex.

Strategic Objective 1.3—Provide robust field oversight of facilities and projects across the defense nuclear complex.

GOAL 2

Enhance transparency of ongoing Agency initiatives and the state of safety within the defense nuclear complex.

Strategic Objective 2.1—Proactively sustain sound working relationships with relevant government and non-government entities.

Strategic Objective 2.2—Improve timely dissemination of information about the Board priorities and conclusions regarding the state of safety at defense nuclear facilities.

GOAL 3

Develop and maintain an outstanding workforce to achieve the Agency’s mission.

Strategic Objective 3.1—Cultivate an agile workforce with the skills necessary to meet the mission.

Strategic Objective 3.2—Use professional development and training to efficiently and effectively accomplish the mission.

GOAL 4

Maximize the DNFSB’s performance by pursuing excellence in our Agency culture and operations.

Strategic Objective 4.1—Pursue efficiency through continuous improvement of internal policies and procedures through testing and evaluation.

Strategic Objective 4.2—Establish and maintain a culture that encourages teamwork and innovation across the Agency in accordance with core values.

Strategic Objective 4.3—Strengthen operational performance by modernizing Agency processes and associated infrastructure.

FY 2020 Performance Summary

Goal 1 —Provide proactive and independent safety oversight of the defense nuclear complex.	
1.1—Safety Reviews	Yellow
1.2—Advice and Recommendations	Green
1.3—Field Oversight	Yellow
Goal 2 —Enhance transparency of ongoing Agency initiatives and the state of safety within the defense nuclear complex.	
2.1—Working Relationships	Green
2.2—Timely Dissemination of Information	Yellow
Goal 3 —Develop and maintain an outstanding workforce to achieve the Agency’s mission.	
3.1—Agile Workforce	Yellow
3.2—Development and Training	Yellow
Goal 4 —Maximize the DNFSB’s performance by pursuing excellence in our Agency culture and operations.	
4.1—Internal Policies and Procedures	Red
4.2—Culture	Yellow
4.3— Agency Processes and Infrastructure	Red

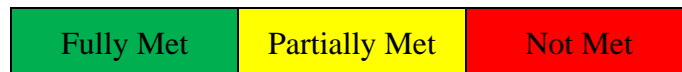


Figure 2. DNFSB Performance Summary

As the Agency moved to mandatory maximum telework in response to the COVID-19 global pandemic, it continued to meet its safety mission goals overall, with challenges having staff travel to defense nuclear facilities. Resident Inspectors continued to conduct on-site safety oversight within the DOE pandemic constraints at each site. The Board rescheduled or reprioritized its planned oversight work as appropriate in response to DOE operational changes driven by pandemic considerations.

FY 2020 Performance Detail

STRATEGIC GOAL 1

Provide proactive and independent safety oversight of the defense nuclear complex.

Strategic Objective 1.1: Complete timely, high-quality safety reviews that identify and analyze safety issues and best practices, and search for similar challenges complex-wide.

Key Performance Goal 1.1.1: Prioritize and execute reviews to maximize impact on safety.

Key Performance Goal 1.1.2: Conduct cross-cutting as well as site specific reviews, identifying safety concerns and best practices in work products.

Fiscal Year	Performance Measure 1.1.1	Target	Result
2020	Completion of high priority reviews while demonstrating flexibility to address emerging issues.	OTD completes 50% of reviews (two of which are cross cutting reviews) by established deadlines as defined in the work plan and one emergent review.	Partially Met OTD completed 45% of reviews (5 cross cutting) by established deadlines as defined in the work plan and several emergent reviews.

Discussion

Performance Measure 1.1.1 is partially met for FY 2020.

The initial Office of the Technical Director (OTD) work plan approved by the Board in September 2019 included approximately 85 reviews and activities for FY 2020. Additional reviews were added to the work plan in the first two quarters. In April 2020, the Board revised the OTD work plan due to the COVID-19 pandemic to focus on 104 reviews; however, OTD recognized that many of these reviews would continue into FY 2021. Over the remainder of FY 2020, additional reviews were cancelled, mainly due to DOE delays, and several reviews were added to address emergent work activities.

Overall, OTD completed 46 reviews in FY 2020. This represents approximately 45% of the reviews planned for the year when adjusting for reviews that were turned off due to the pandemic and other factors. OTD completed 5 cross cutting reviews and several emergent reviews (i.e., reviews that were not on the initial approval of the FY 2020 OTD work plan).

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Defense Nuclear Facilities Safety Board**

Fiscal Year	Performance Measure 1.1.2	Target	Result
2020	Work products provided to the Board within specified timeliness metric.	Complete recommendations, draft recommendations, and preparations for public hearings/meetings within timelines established in procedures or by Board vote as applicable.	Fully Met One recommendation, one draft recommendation, and two public meetings were completed within timelines established by Board vote.

Discussion

Performance Measure 1.1.2 is fully met for FY 2020.

During FY 2020, the Board communicated draft and final recommendations to the Secretary of Energy for Recommendation 2020-1, Nuclear Safety Requirements. The Board also held two public meetings to address Recommendation 2019-1, Uncontrolled Hazard Scenarios and 10 CFR 830 Implementation at the Pantex Plant, and Recommendation 2019-2, Safety of the Savannah River Site Tritium Facilities. The Board’s staff also completed all preparations for a public hearing to be held at SRS in March 2020, but the Board ultimately voted to postpone it one week prior to execution; the COVID-19 pandemic has thus far precluded further action on this hearing. All OTD work products, briefings, and support activities for these products and meetings were completed consistent with established timelines agreed to with the Board. OTD work products supported high quality recommendation products and public meetings.

Strategic Objective 1.2: Develop and issue advice and recommendations designed to ensure safety and employ best practices within the defense nuclear complex.

Key Performance Goal 1.2.1: Provide timely, technically accurate, compelling information to the Secretary of Energy.

Key Performance Goal 1.2.2: Ensure the Secretary of Energy has enhanced awareness of complex-wide safety issues.

Fiscal Year	Performance Measure 1.2.1	Target	Result
2020	Identification and inclusion of both site-specific and complex-wide safety concerns and best practices in products developed through routine oversight and reviews.	OTD provides 13 written staff reports to the Board for consideration for delivery to the Secretary of Energy within the timelines specified in internal procedures. Two of these reports contain complex-wide/cross-cutting safety issues.	Fully Met The Board transmitted 17 written staff reports to the Secretary of Energy. Six of these reports contained complex-wide/cross-cutting safety issues.

Discussion

Performance Measure 1.2.1 is fully met for FY 2020.

Strategic Objective 1.1 applies to the execution of timely, high-quality safety reviews that identify and analyze safety issues and best practices. Strategic Objective 1.2 targets the resultant development of formal staff reports, which detail any safety issues identified by the Board’s staff, and the process of articulating related advice and recommendations to the Secretary of Energy to ensure safety of operations within the defense nuclear complex. During FY 2020, the Board communicated a total of 17 staff reports to the Secretary of Energy, each of which provided a detailed basis for identified safety issues along with advice or recommendations to address such issues. The Board transmitted four of these reports with associated reporting requirements for the Secretary of Energy to respond to the Board. The remaining 13 were provided for the Secretary of Energy to use in the development of corrective actions and improvements at his discretion. Of the 17 total reports provided to the Secretary of Energy, 6 contained complex-wide or cross-cutting safety issues. These reports included two Technical Reports (TECH-45, TECH-46); comments regarding two Department of Energy Standards (DOE-STD-5506, DOE-STD-3014); and two reports covering complex-wide implementation of the Potential Inadequacy of the Safety Analysis (PISA) process and design/qualification of emergency lighting systems. All of these reports were fully compliant with internal requirements for timeliness and content.

Fiscal Year	Performance Measure 1.2.2	Target	Result
2020	Encouragement provided to the Department of Energy to share best practices as well as safety concerns.	OTD provides to the Board two written staff reports that contain best practices or opportunities for improvement for consideration for delivery to the Secretary of Energy within the timelines specified in internal procedures.	<p>Fully Met</p> <p>The Board transmitted six written staff reports to the Secretary or Energy that contain best practices or opportunities for improvement.</p>

Discussion

Performance Measure 1.2.2 is fully met for FY 2020.

Performance Measure 1.2.2 builds on Performance Measure 1.2.1, focusing on the communication of best practices and safety concerns across the defense nuclear complex. In FY 2020, six staff reports met this criteria. These six reports were a subset of the 17 total staff reports provided to the Secretary of Energy, as discussed under Performance Measure 1.2.1, each of which also contained complex-wide or cross-cutting safety issues. Several reports warrant emphasis based on the substantial staff resource applied to their development and the significance of their applicability across the defense nuclear complex. TECH-45, Violations of the Nuclear Safety Basis addresses the implementation of technical safety requirements across the complex, specifically identifying recommendations to strengthen requirements and guidance concerning implementation of the nuclear safety basis. TECH-46, Potential Energetic Chemical Reaction Events Involving Transuranic Waste at Los Alamos National Laboratory uses transuranic waste operations at Los Alamos National Laboratory (LANL) as a case study, examining how the key lessons learned from the accidents at the Waste Isolation Pilot Plant (2014) and Idaho National Laboratory (2018) have been addressed. This aligns with concerns resulting from a broader staff review effort of DOE Standard 5506, Preparation of Safety Basis Documents for Transuranic (TRU) Waste Facilities, which were also provided to the Secretary of Energy with focus on assessing the broader implication of the Board’s concerns at LANL across the defense nuclear complex.

Strategic Objective 1.3: Provide robust field oversight of facilities and projects across the defense nuclear complex.

Key Performance Goal 1.3.1: Identify site-specific safety challenges and analyze for commonalities across the complex.

Key Performance Goal 1.3.2: Provide timely information to the Board, acting quickly on emerging issues.

Fiscal Year	Performance Measure 1.3.1	Target	Result
2020	Oversight presence sustained at an appropriate level.	Announcements for newly approved Resident Inspector positions (i.e., SRS, LANL, Hanford) are developed and issued by September 30, 2020.	Partially Met Announcements for newly approved Resident Inspector positions were <u>developed but not issued</u> by September 30, 2020.

Discussion

Performance Measure 1.3.1 is partially met for FY 2020.

In the FY 2020 staffing plan, the Board approved an increase in Resident Inspector coverage from 10 to 13 personnel for the defense nuclear complex based on OTD evaluation of Resident Inspector staffing. This included an increase from two to three Resident Inspectors at the Hanford Site, the Los Alamos National Laboratory, and the Savannah River Site. The Resident Inspector coverage at Pantex and Oak Ridge remained at 2 for a total of 13 Resident Inspectors. Due to departure of a Resident Inspector at Pantex in March 2020, the overall need for Resident Inspectors increased to four during the year.

To address this coverage need, OTD initiated action to detail technical staff to these sites while permanent positions were filled. However, OTD only deployed one individual to the Hanford Site due to impacts from the COVID-19 pandemic. OTD plans to fill open Resident Inspector positions in FY 2021.

Fiscal Year	Performance Measure 1.3.2	Target	Result
2020	Internal procedures ensure consistency of field oversight.	Update and issue revised requirements and guidance for Resident Inspectors by December 31, 2019.	Fully Met Revised requirements and guidance were updated and issued on October 25, 2019.

Discussion

Performance Measure 1.3.2 is fully met for FY 2020.

In FY 2020, OTD evaluated and improved the requirements and guidance for Resident Inspector oversight at defense nuclear facilities. The revised procedures were approved on October 25, 2019, with training for Resident Inspectors on the changes the same month.

Fiscal Year	Performance Measure 1.3.3	Target	Result
2020	Field experience is shared throughout the Agency.	Resident Inspectors and Cognizant Engineers develop and issue weekly and monthly reports respectively 85% of the time.	Fully Met Resident Inspectors and Cognizant Engineers developed and issued weekly and monthly reports 98% of the time.

Discussion

Performance Measure 1.3.3 is fully met for FY 2020.

The Board’s staff continues to produce Resident Inspector weekly and site monthly reports and provide them to the Board. At the five sites with Resident Inspectors (Los Alamos National Laboratory, Y-12 National Security Complex/Oak Ridge National Laboratory, Pantex Plant, Hanford Site, and Savannah River Site), Resident Inspectors provided a report to the Board 97% of the weeks in FY 2020.³ For the five sites without Resident Inspectors (Idaho National Laboratory, Lawrence Livermore National Laboratory, Nevada National Security Site, Sandia National Laboratories, and the Waste Isolation Pilot Plant), the Cognizant Engineers provided a report to the Board on time for each month in FY 2020. As a result, 98% of the total number of available Resident Inspector and Cognizant Engineer reports were completed and provided to the Board.

³ Prioritization of tasking occasionally leads to a week during which no Resident Inspector is present on site. The weekly report during such occasions is filed for continuity purposes only. Continuity reports are not counted toward this performance measure.

STRATEGIC GOAL 2

Enhance transparency of ongoing Agency initiatives and the state of safety within the defense nuclear complex.

Strategic Objective 2.1: Proactively sustain sound working relationships with relevant government and non-government entities.

Key Performance Goal 2.1.1: Maintain effective communications with the Department of Energy at all organizational levels.

Key Performance Goal 2.1.2: Maintain effective communications with Congress.

Key Performance Goal 2.1.3: Maintain effective communications with relevant state, local, and tribal governments.

Key Performance Goal 2.1.4: Maintain effective communication with the public, including relevant advocacy groups and organizations.

Fiscal Year	Performance Measure 2.1.1	Target	Result
2020	Periodic engagement at the Board and senior staff level with relevant senior DOE officials.	<p>A) OTD will offer to hold meetings with the Departmental Representative, Headquarters EM, and Headquarters NNSA staff at least 10 times a year to share information and staff will provide summaries of information shared to the Board.</p> <p>B) The Board will offer to hold annual meetings with the Secretary and/or the Deputy Secretary of Energy and offer to hold two meetings with each of NA-1 and EM-1 on high priority nuclear safety topics.</p>	<p>Fully Met</p> <p>A) The TD held 48 meetings with the Departmental Representative and two with EM-2. The NWP ATD held 19 meetings with NA-51 and three with NA-12. The NMPS ATD held 18 meetings with EM-3.1, one with EM-1, and seven with EM Field Office Managers.</p> <p>Fully Met</p> <p>B) The Board requested interactions with Secretary and/or the Deputy Secretary of Energy on four occasions via written correspondence. The Board Chairman met with NA-1 on multiple occasions. The Board also met with EM-1 in January and July 2020.</p>

Discussion

Performance Measure 2.1.1A is fully met for FY 2020.

During FY 2020, the Office of the Technical Director engaged substantially at the senior staff level with the Department of Energy. This engagement took the form of a) recurring meetings that were focused on developing a cadence of routine communication regarding open and developing issues, and b) emergent targeted meetings focused on specific issues that required timely engagement to ensure common understanding between organizations. The Board's Technical Director (TD) held approximately 48 meetings with the DOE Departmental Representative to the DNFSB and 1 meeting with the Department of Energy Office of Environmental Management (DOE-EM) Principal Deputy Assistant Secretary (EM-2). The Board's Associate Technical Director (ATD) for Nuclear Weapons Programs held 19 meetings on a roughly bi-weekly basis with senior NNSA Office of Safety (NA-51) officials as well as three targeted meetings with the NNSA Assistant Deputy Administrator for Stockpile Management (NA-12). The Board's ATD for Nuclear Materials Processing and Stabilization held 18 meetings on a roughly bi-weekly basis with the DOE-EM Deputy Assistant Secretary for Safety, Security, and Quality Assurance (EM-3.1), one meeting with the DOE-EM Senior Advisor (EM-1), and seven additional meetings with DOE-EM Field Office Managers.

Performance Measure 2.1.1.B is fully met for FY 2020.

In FY 2020, the Board requested interactions with the Secretary of Energy on multiple occasions to discuss nuclear safety oversight and development of a memorandum of understanding including Board letters sent in January, February and August 2020. Board meetings with the Secretary of Energy were delayed due to impacts from the COVID-19 pandemic.

The Board offered to meet with the Deputy Secretary of Energy in correspondence sent in August 2020. The Board Chairman discussed nuclear safety and operational issues with the NNSA Administrator on multiple occasions in FY 2020. The Board also met with Assistant Secretary for Environmental Management in January and July 2020.

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Fiscal Year	Performance Measure 2.1.2	Target	Result
2020	Periodic briefings conducted to relevant congressional Members and committees.	The Board or staff reaches out on a quarterly basis to relevant congressional Members and committees to provide briefings.	Fully Met The Board and staff held 18 briefings with congressional staff and committees.

Discussion

Performance Measure 2.1.2 is fully met for FY 2020.

During FY 2020, the Board and DNFSB staff hosted 18 briefings with congressional staff and committees. These briefings were to the staffs of the House and Senate Armed Services Committees, the House and Senate Appropriations Committees, and personal staff of Members of Congress.

Fiscal Year	Performance Measure 2.1.3	Target	Result
2020	Performance Goal 2.1.3 Periodic outreach conducted to relevant state, local and tribal governments at both Board and staff level.	The Board or staff reaches out on an annual basis to state, local, and tribal governments to provide briefings.	Fully Met The Board’s Resident Inspectors participated in four meetings that included representatives from state, local, and tribal governments.

Discussion

Performance Measure 2.1.3 is fully met for FY 2020.

The Board’s Resident Inspectors participated in four meetings that included representatives from state, local, and tribal governments. Specifically, in September 2020, a Resident Inspector briefed the Princeton Program on Science and Global Security and Los Alamos Study Group on nuclear safety at Los Alamos National Laboratory. In December 2019, June 2020, and September 2020, a Resident Inspector gave short briefings on emergency response planning at the Pantex Plant as a part of Agreement in Principle meetings hosted by DOE and the site contractor.

Fiscal Year	Performance Measure 2.1.4	Target	Result
2020	Periodic outreach conducted to the public, including relevant advocacy groups and organizations.	The Board or staff reaches out on an annual basis to public, including relevant advocacy groups and organizations to provide briefings.	Fully Met The Board conducted one meeting with a relevant public advocacy group. The Board's Resident Inspectors participated in five interactions with relevant advocacy groups and organizations.

Discussion

Performance Measure 2.1.4 is fully met for FY 2020.

In October 2019, the Board met with representatives from the Energy Communities Alliance and the Alliance for Nuclear Accountability in Oak Ridge, Tennessee. Throughout FY 2020, the Board's Resident Inspectors participated in five interactions with relevant advocacy groups and organizations. These organizations include the Los Alamos Study Group, Concerned Citizens for Nuclear Safety, and Nuclear Watch New Mexico.

Strategic Objective 2.2: Improve timely dissemination of information about the Board priorities and conclusions regarding the state of safety at Defense Nuclear Facilities.

Key Performance Goal 2.2.1: Improve transparency through timely posting of Agency communication and public engagement.

Key Performance Goal 2.2.2: Ensure Board work products are made available to Congress through proactive outreach.

Fiscal Year	Performance Measure 2.2.1	Target	Result
2020	Timely publication of weekly/ monthly/ annual reports	Resident Inspector weekly reports and Cognizant Engineer monthly reports are published to the Board’s public website within five weeks of finalization 80% of the time.	Fully Met Resident Inspector Weekly Reports and Cognizant Engineer monthly reports were published to the Board’s public website upon clearance by DOE classification review 100% of the time.

Discussion

Performance Measure 2.2.1 is fully met for FY 2020.

DNFSB reports were posted to the public website immediately upon clearance by DOE classification review.

Fiscal Year	Performance Measure 2.2.2	Target	Result
2020	Routine conduct of business meetings, public hearings, or Board visits.	The Board holds public meetings, public hearings, or visits to one or more sites three times during the year.	Partially Met The Board or Board members visited two sites during the year.

Discussion

Performance Measure 2.2.2 is partially met for FY 2020.

In October 2019, the Board visited the Oak Ridge National Laboratory and Y-12 National Security Complex to interact with federal and contractor personnel on nuclear safety topics including criticality safety and operational issues at the Y-12 National Security Complex, and processing activities planned for the Oak Ridge National Laboratory. In addition, the Board Chairman travelled to the Pantex Plant in January 2020 to observe nuclear explosive operations, discuss proposed controls for internal charge generation hazards on one weapon program, and observe nuclear explosive training activities. Board travel to other defense nuclear sites was curtailed due to the COVID-19 pandemic.

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Fiscal Year	Performance Measure 2.2.3	Target	Result
2020	Timely notification to interested parties of public hearings, meetings, reports, and Recommendations.	Post notification of Board public hearings, public meetings, and correspondence to the Board's public website within one week of final clearance.	Fully Met The Board notified Congress and interest groups regarding all public hearings and meetings in a timely manner.

Discussion

Performance Measure 2.2.3 is fully met for FY 2020.

DNFSB notified Congress and interest groups regarding all public hearings and meetings in a timely manner. Congress was notified on all required reports and new Recommendations.

STRATEGIC GOAL 3

Develop and maintain an outstanding workforce to achieve the Agency’s mission.

Strategic Objective 3.1: Cultivate an agile workforce with the skills necessary to meet the mission.

Key Performance Goal 3.1.1: Establish a multi-year, forward-looking Staffing Plan to inform budget requests.

Key Performance Goal 3.1.2: Hire well-qualified, motivated individuals to fill vacant positions and to enable effective succession planning.

Key Performance Goal 3.1.3: Ensure redundancy in key functions in order to reduce mission vulnerabilities due to projected staff attrition.

Fiscal Year	Performance Measure 3.1.1	Target	Result
2020	Human Capital Plan that includes succession planning, work force development, career pathing and values diverse talents.	Establish a Human Capital Plan by September 30, 2020.	Partially Met Human Capital Plan content is 50% developed as of September 30, 2020.

Discussion

Performance Measure 3.1.1 is partially met for FY 2020.

The Division of Human Resources (HR) developed a detailed outline of the DNFSB’s Human Capital Plan, incorporating sections on succession planning, workforce development, career pathing and valuing diverse talents. As of the end of FY 2020, fifty percent of the content has been developed in the document. Completion is expected during FY 2021. HR aspects of the plan were incorporated in a comprehensive statement of work to procure services to design and deliver an integrated training and development program for DNFSB Senior Executive Service, General Schedule, and Excepted Service employees. The program will include executive coaching, the development of leadership competencies, succession planning, mentoring, and a defined process for attaining the next level in a career path, as appropriate.

Fiscal Year	Performance Measure 3.1.2	Target	Result
2020	Key functions requiring redundancy are identified along with requirements and cross-training needs.	Ensure the Human Capital Plan includes an assessment of redundancy and cross-training needs by September 30, 2020.	Not Met An assessment of redundancy and cross-training needs was not completed by September 30, 2020.

Discussion

Performance Measure 3.1.2 is not met for FY 2020.

The ability to have redundant functions begins with staffing an organization. Thus, in conjunction with each Office Director, HR determined the types of positions that needed to be filled to create the necessary redundancies and then launched an agency-wide hiring effort. Further, due to the need to fill the positions as quickly as possible, HR worked to reduce the time to hire employees with the procurement of Monster Government Solutions. Pulling in a function that was previously outsourced, the Agency reduced its time to hire employees by 50%. For FY 2020, DNFSB reviewed approximately 1025 resumes received through Monster Government Solutions, Jobs@dnfsb.gov, Techjobs@dnfsb.gov, referrals, and career fairs, which is a 121% increase over resumes reviewed in FY 2019. The Agency made 22 offers to applicants for various positions throughout the Agency, an increase of 125% from the same period last year. The Agency also had a 125% increase in attendance at career fairs over same period last year.

Strategic Objective 3.2: Use professional development and training to efficiently and effectively accomplish the mission.

Key Performance Goal 3.2.1: Establish career path options and encourage professional development tailored to employee goals.

Key Performance Goal 3.2.2: Provide new employees at all levels with resources needed to have an impact as soon as practicable upon entering the workforce.

Fiscal Year	Performance Measure 3.2.1	Target	Result
2020	Training and development for career pathing options identified and implemented.	Formal target deferred until FY 2021 until development of the Human Capital Plan.	<p>Partially Met</p> <p>The Human Capital Plan will provide guidance for the implementation of Individual Development Plans and Executive Development Plans to assist with career pathing options.</p> <p>The Division of Human Resources provided new employees with resources to ensure success upon entering the workforce.</p>

Discussion

Performance Measure 3.2.1 is partially met for FY 2020.

HR recruited and retained talent by posting jobs as career ladder positions for General Schedule positions and redefining the classification standards for Excepted Service positions. The position description for career ladder positions and the redefining of the classification standards provide a concrete roadmap of what competencies are needed to achieve the next level. HR also completed a Memorandum of Understanding with OPM for the Pathways Programs at DNFSB. The program covers any General Schedule grade (or equivalent level under another pay and classification system) for which the individual is qualified. It includes the following paid civil service programs: the Pathways Internship Program, the Recent Graduate Program, and the Presidential Management Fellows (PMF) program.

Fiscal Year	Performance Measure 3.2.2	Target	Result
2020	A comprehensive, Agency-wide onboarding plan is developed and executed.	Develop an Agency-wide orientation and onboarding plan by August 30, 2020.	Fully Met A fully electronic, Agency-wide orientation and onboarding plan was developed as of May 2020.

Discussion

Performance Measure 3.2.2 is fully met for FY 2020.

With extraordinary speed, the Agency created a fully electronic on-boarding plan in response to the COVID-19 pandemic. This was a challenging time, as traditional fingerprinting, security, and drug-testing operations were disrupted. Meanwhile, the traditional paper pathways were insufficient. In just several weeks, the Agency developed a cross-component, fully electronic, integrated onboarding plan and employees from all three components onboarded successfully through DNFSB’s new model.

Fiscal Year	Performance Measure 3.2.3	Target	Result
2020	Formal mentoring and coaching for staff.	Formal target deferred until FY 2021 until development of the Human Capital Plan.	Partially Met HR organized “crucial conversations” training for all staff. The Human Capital Plan will establish guidelines for mentors to be assigned to new employees and coaches for senior leadership.

Discussion

Performance Measure 3.2.3 is partially met for FY 2020.

HR conceived, obtained funding for, and facilitated classroom training for all DNFSB employees on how to conduct crucial conversations. The instructor used a variety of media and tools, including interactive in-class practice sessions, to engage participants. Participants learned to recognize conversations that may lead to conflict, and the training provided the tools necessary to navigate difficult conversations. Nearly all DNFSB employees participated in this training. The training received positive feedback from both

supervisors and employees. During quarter four of FY 2020, DNFSB entered into an Interagency Agreement (IAA) with OPM to conduct virtual performance management training for employees and supervisors in the first and second quarters of FY 2021. In addition, the IAA arranged for OPM to provide one-on-one coaching for executives on how to prepare annual performance plans that meet OPM certification criteria. HR has prepared a comprehensive statement of work that, among other deliverables, will free up onboard HR resources to cover executive coaching, the development of leadership competencies, and succession planning. In addition, HR is developing a mentoring program as part of a broader, comprehensive training and development program for the DNFSB. The mentoring program is slated to last 12 months and cover all Agency employees. The statement of work for the entire training and development program is expected to be put out for bid during quarter three of FY 2021.

STRATEGIC GOAL 4

Maximize the DNFSB’s performance by pursuing excellence in our Agency culture and operations.

Strategic Objective 4.1: Pursue efficiency through continuous improvement of internal policies and procedures through testing and evaluation.

Key Performance Goal 4.1.1: Establish Policy Statements that lead to mission outcomes consistent with strategic goals and objectives.

Key Performance Goal 4.1.2: Ensure Board Procedures are consistent with strategic goals and objectives.

Key Performance Goal 4.1.3: Ensure internal procedures and processes reflect Policy Statements.

Fiscal Year	Performance Measure 4.1.1	Target	Result
2020	Policy Statements revised to reflect Strategic Plan and Policy Statements for selected management practices developed.	To achieve mission outcomes and be consistent with strategic goals and objectives, develop six new policy statements by September 30, 2020.	Partially Met Continued effort into FY 2021 to update Policies and Directives to implement the new Executive Director of Operations position and alignment with strategic goals and objectives.

Discussion

The Board Members have begun revising critical policy statements for the Agency. The Board did vote on and accept a Board Policy on collegiality in July 2020.

Fiscal Year	Performance Measure 4.1.2	Target	Result
2020	Board Procedures reflect Agency personnel and processes.	To ensure consistency with strategic goals and objectives, revise existing Board Procedures by May 31, 2020.	Not Met The Board Procedures will be updated in FY 2021.

Discussion

The Board Procedures will be updated in FY 2021.

Fiscal Year	Performance Measure 4.1.3	Target	Result
2020	Streamlined internal procedures reflective of Board Policy Statements.	This Goal will be deferred until FY 2021 after Goals 4.1.1 and 4.1.2 are completed.	Not Met The Board Procedures will be updated in FY 2021.

Discussion

The Board Procedures will be updated in FY 2021.

Fiscal Year	Performance Measure 4.1.4	Target	Result
2020	Work planning that is informed by annual feedback and lessons learned.	Based on lessons learned from FY 2019 work planning efforts, revise and improve the work planning process for FY 2020 by August 31, 2020.	Fully Met Based on lessons learned from FY 2019, work planning processes were revised and improved prior to August 31, 2020.

Discussion

Performance Measure 4.1.4 is fully met for FY 2020.

Following the FY 2019 work planning efforts, the work planning team and OTD management identified several areas for improvement for use in subsequent work planning cycles. Most notably, during the FY 2020 work planning period, OTD instituted a focused planning week that allowed staff members to complete a majority of work plan tasks over one focused week, instead of over several months. This ensured that key stakeholders (e.g., cognizant engineers, Resident Inspectors, review leads, and team members) were able to provide input to the work plan in a timely manner. In addition, during planning week, staff members were asked to identify reviews that they were interested in participating in, rather than review leads proposing teams as was done in previous years. Also, OTD placed additional emphasis on complex-wide reviews by hosting break-out sessions on cross-cutting reviews during planning week and introducing the concept of principal reviews, which often focus on cross-cutting areas. Feedback of planning week was positive, so this practice was also implemented in the FY 2021 work planning cycle.

Updated scheduling and staff loading guidance was another improvement to the FY 2020 work plan effort. For example, only phase end dates were required for the FY 2020 work plan, instead of requiring start and end dates, which complicated the process for updating work plan entries.

Strategic Objective 4.2: Establish and maintain a culture that encourages teamwork and innovation across the Agency in accordance with core values.

Key Performance Goal 4.2.1: Institutionalize core values in all phases of employee experience.

Key Performance Goal 4.2.2: Foster open discussions across the Agency on important technical and non-technical topics.

Key Performance Goal 4.2.3: Maintain a culture respectful of diverse points of view

Fiscal Year	Performance Measure 4.2.1	Target	Result
2020	Core values are promoted in onboarding, training, and performance processes.	Onboarding procedures are updated by August 31, 2020, to include a module on the Agency’s Core Values.	Partially Met New employees are provided initial training as they are onboarded.

Discussion

Performance Measure 4.2.1 is partially met for FY 2020.

The DNFSB’s Agency Workforce Fund Plan (AWFP) aligns with its strategic goals and supports its core values (integrity, respect, excellence, and independence). All employee and executive performance plans have a mandatory mission-critical element that links to one or more strategic goals. As a consequence, all Agency performance ratings, and ultimately the distribution of performance awards, reflect the employees’ contributions toward the DNFSB’s overall performance.

Fiscal Year	Performance Measure 4.2.2	Target	Result
2020	An awards program that emphasizes Agency values.	This measure will be deferred until FY 2021 until the Human Capital Plan is developed.	Partially Met Performance awards were based upon performance ratings in FY 2020.

Discussion

Performance Measure 4.2.2 is partially met for FY 2020.

In addition to ensuring the core values of excellence and integrity are incorporated into DNFSB awards’ policy and procedures, HR developed the Agency’s first AWP. The AWP provides management with a comprehensive strategy to develop and foster a culture of recognition through the effective use of monetary awards. The AWP includes: (1) data on current and projected award spending; (2) a plan for how to spend award funds each fiscal year; (3) a methodology on how the Agency will determine the efficacy of its awards and recognition program; (4) the measures to be used to evaluate plan effectiveness; and (5) an assessment of how the AWP impacted organizational performance. It is expected that successful implementation of the AWP will result in improved organizational performance by enhancing the DNFSB’s ability to attract and retain an excellent, highly skilled workforce. Regular audits and periodic training, as required by Agency policy and procedures, ensures the integrity of the DNFSB’s awards program is maintained.

Fiscal Year	Performance Measure 4.2.3	Target	Result
2020	Periodic open forums to discuss Agency and related issues that may impact mission or staff.	Hold at least three all staff open forums where at least three Board Members and one Office Director are present to solicit input from Agency staff on important Board matters.	Partially Met Two all hands meetings were held.

Discussion

Performance Measure 4.2.3 is partially met for FY 2020.

Throughout the COVID-19 pandemic, the Office Directors have hosted weekly open forums with their respective components to discuss the pandemic. Feedback from these sessions was the impetus for the formation of the cross-component Pandemic Response Working Group. Additionally, these informational sessions have covered programmatic issues, general Agency happenings, and major events happening beyond the Agency.

Strategic Objective 4.3: Strengthen operational performance by modernizing Agency processes and associated infrastructure.

Key Performance Goal 4.3.1: Improve efficiency through increased information accessibility and common platforms, where possible.

Key Performance Goal 4.3.2: Be responsive to user needs and/or support requests across all Agency functions.

Fiscal Year	Performance Measure 4.3.1	Target	Result
2020	<p>Performance Goal 4.3.1</p> <p>Up-to-date platforms, systems, and software with interoperability, where possible.</p>	<p>Migrate the DNFSB intranet to SharePoint to promote interoperability by September 30, 2020, without losing more than 10% of the data, and migrate all C: drive information to the Share Drive by September 30, 2020.</p>	<p>Partially Met</p> <p>Structural changes have been implemented to support the transition with final transition planned for FY 2021.</p>

Discussion

Performance Measure 4.3.1 is partially met for FY 2020.

During the performance period, the Agency made significant strides in rolling out new Information Technology (IT) equipment to each employee. Every DNFSB employee received new dual monitors and speakers. During FY 2021, DNFSB will be providing new laptops to each employee once beta testing has been completed. Most importantly, the Agency made a seamless transition to 100% VPN-enabled teleworker during the pandemic with virtually no unscheduled network down time.

Fiscal Year	Performance Measure 4.3.2	Target	Result
2020	<p>Knowledge transfer programs and information management that support archiving and retrieving information essential to mission and mission support.</p>	<p>This measure will be deferred until FY 2021 until a Records Manager is assigned to work on knowledge management.</p>	<p>Not Met</p> <p>Data management is under review for transition of intranet resources to an updated platform. This work will continue into FY 2021.</p>

Discussion

Performance Measure 4.3.2 is not met for FY 2020.

DNFSB contracted with Microsoft to deploy the latest knowledge transfer and information management principles, in the context of its laptop rollout. Microsoft is also helping the Agency devise a multi-year data management strategy, as it transitions from Windows 7 to Windows 10.

Fiscal Year	Performance Measure 4.3.3	Target	Result
2020	Updated employee guidance on processes and infrastructure that enables them to access systems and people needed to accomplish the mission and mission support across all Agency functions.	This measure will be deferred until FY 2021 when new Microsoft collaboration tools are enabled.	Not Met Continued support in FY 2020 for collaboration during the pandemic was accomplished using Skype. Additional and updated tools will be implemented throughout FY 2021.

Discussion

Performance Measure 4.3.3 is not met for FY 2020.

DNFSB’s new contract with Microsoft includes extensive training for the entire Division of Information Technology on Windows 10, Microsoft Teams, OneDrive, and other features of the Microsoft suite. The Agency needs the help desk contractors and IT employees to be intimately familiar with all features and resources. To that end, it has sent all help desk and IT employees to multiple training classes. They will share this knowledge with all staff when the formal laptop rollout begins in FY 2021. They will also memorialize the latest processes and procedures for all DNFSB employees.

FY 2022 Performance Plan

STRATEGIC GOAL 1

Provide proactive and independent safety oversight of the defense nuclear complex.

Strategic Objective 1.1: Complete timely, high-quality safety reviews that identify and analyze safety issues and best practices, and search for similar challenges complex-wide.

Performance Goals:

1.1.1: Prioritize and execute reviews to maximize impact on safety.

1.1.2: Conduct cross-cutting as well as site specific reviews, identifying safety concerns and best practices in work products.

Performance Measures:

1.1.1: Completion of high priority reviews while demonstrating flexibility to address emerging issues.

1.1.2: Work products provided to the Board within specified timeliness metric.

Strategic Objective 1.2: Develop and issue advice and recommendations designed to ensure safety and employ best practices within the defense nuclear complex.

Performance Goals:

1.2.1: Provide timely, technically accurate, compelling information to the Secretary of Energy.

1.2.2: Ensure the Secretary of Energy has enhanced awareness of complex-wide safety issues.

Performance Measures:

1.2.1: Identification and inclusion of both site-specific and complex-wide safety concerns and best practices in products developed through routine oversight and reviews.

1.2.2: Encouragement provided to the Department of Energy to share best practices as well as safety concerns.

Strategic Objective 1.3: Provide robust field oversight of facilities and projects across the defense nuclear complex.

Performance Goals:

1.3.1: Identify site-specific safety challenges and analyze for commonalities across the complex.

1.3.2: Provide timely information to the Board, acting quickly on emerging issues.

Performance Measures:

1.3.1: Oversight presence sustained at an appropriate level.

1.3.2: Internal procedures ensure consistency of field oversight.

1.3.3: Field experience is shared throughout the Agency.

STRATEGIC GOAL 2

Enhance transparency of ongoing Agency initiatives and the state of safety within the defense nuclear complex.

Strategic Objective 2.1: Proactively sustain sound working relationships with relevant government and non-governmental entities.

Performance Goals:

2.1.1: Maintain effective communications with the Department of Energy at all organizational levels.

2.1.2: Maintain effective communications with Congress.

2.1.3: Maintain effective communications with relevant state, local, and tribal governments.

2.1.4: Maintain effective communication with the public, including relevant advocacy groups and organizations.

Performance Measures:

2.1.1: Periodic engagement at the Board and senior staff level with relevant senior DOE officials.

2.1.2: Periodic briefings conducted to relevant congressional Members and committees.

2.1.3: Periodic outreach conducted to relevant state, local, and tribal governments at both Board and staff level.

2.1.4: Periodic outreach conducted to the public, including relevant advocacy groups and organizations.

Strategic Objective 2.2: Improve timely dissemination of information about the Board priorities and conclusions regarding the state of safety at Defense Nuclear Facilities.

Performance Goals:

2.2.1: Improve transparency through timely posting of Agency communication and public engagement.

2.2.2: Ensure Board work products are made available to Congress through proactive outreach.

Performance Measures:

2.2.1: Timely publication of weekly/monthly/annual reports.

2.2.2: Routine conduct of business meetings, public hearings, or Board visits.

2.2.3: Timely notification to interested parties of public hearings, meetings, reports, and recommendations.

STRATEGIC GOAL 3

Enhance transparency of ongoing Agency initiatives and the state of safety within the defense nuclear complex.

Strategic Objective 3.1: Cultivate an agile workforce with the skills necessary to meet the mission.

Performance Goals:

3.1.1: Establish a multi-year, forward-looking Staffing Plan to inform budget requests.

3.1.2: Hire well-qualified, motivated individuals to fill vacant positions and to enable effective succession planning.

3.1.3: Ensure redundancy in key functions in order to reduce mission vulnerabilities due to projected staff attrition.

Performance Measures:

3.1.1: Human Capital Plan that includes succession planning, work force development, career pathing and values diverse talents.

3.1.2: Key functions requiring redundancy are identified along with requirements and cross-training needs.

Strategic Objective 3.2: Use professional development and training to efficiently and effectively accomplish the mission.

Performance Goals:

3.2.1: Establish career path options and encourage professional development tailored to employee goals.

3.2.2: Provide new employees at all levels with resources needed to have an impact as soon as practicable upon entering the workforce.

Performance Measures:

3.2.1: Training and development for career pathing options identified and implemented.

3.2.2: A comprehensive, Agency-wide onboarding plan is developed and executed.

3.2.3: Formal mentoring and coaching for staff.

STRATEGIC GOAL 4

Maximize the DNFSB's performance by pursuing excellence in our Agency culture and operations.

Strategic Objective 4.1: Pursue efficiency through continuous improvement of internal policies and procedures through testing and evaluation.

Performance Goals:

4.1.1: Establish Policy Statements that lead to mission outcomes consistent with strategic goals and objectives.

4.1.2: Ensure Board Procedures are consistent with strategic goals and objectives.

4.1.3: Ensure internal procedures and processes reflect Policy Statements.

Performance Measures:

4.1.1: Policy Statements revised to reflect Strategic Plan and Policy Statements for selected management practices developed.

4.1.2: Board Procedures reflect Agency personnel and processes.

4.1.3: Streamlined internal procedures reflective of Board Policy Statements.

4.1.4: Work planning that is informed by annual feedback and lessons learned.

Strategic Objective 4.2: Establish and maintain a culture that encourages teamwork and innovation across the Agency in accordance with core values.

Performance Goals:

4.2.1: Institutionalize core values in all phases of employee experience.

4.2.2: Foster open discussions across the Agency on important technical and non-technical topics.

4.2.3: Maintain a culture respectful of diverse points of view.

Performance Measures:

4.2.1: Core values are promoted in onboarding, training, and performance processes.

4.2.2: An awards program that emphasizes Agency values.

4.2.3: Periodic open forums to discuss Agency and related issues that may impact mission or staff.

Strategic Objective 4.3: Strengthen operational performance by modernizing Agency processes and associated infrastructure.

Performance Goals:

4.3.1: Improve efficiency through increased information accessibility and common platforms, where possible.

4.3.2: Be responsive to user needs and/or support requests across all Agency functions.

Performance Measures:

4.3.1: Up-to-date platforms, systems, and software with interoperability, where possible.

4.3.2: Knowledge transfer programs and information management that support archiving and retrieving information essential to mission and mission support.

4.3.3: Updated employee guidance on processes and infrastructure that enables them to access systems and people needed to accomplish the mission and mission support across all Agency functions.

Other information

Major Management Priorities and Challenges

The Board is continuing to pursue several Agency-wide initiatives to address identified challenges and efficiently carry out its mission. These initiatives include pursuing the goals and objectives of the updated Agency FY 2018–2022 Strategic Plan in order to improve the Agency’s internal processes and procedures, strategically align resources, and effectively manage change, both internal and that which results from changes in the DOE nuclear complex.

The Board experienced challenges due to the COVID-19 pandemic and worked to turn the challenges into opportunities. Challenges remain, but the Board is dedicated to adjusting work processes to accommodate and overcome, where possible, the restrictions posed by COVID-19.

The Agency is also expected to continue to fill vacant staff positions to mitigate the impact of a loss of institutional knowledge and skills due to retirements and personnel transfers in recent years. Preserving the Board’s access to information, facilities, and personnel at DOE’s defense nuclear facilities will remain an area of emphasis during FY 2021 and FY 2022.