

ALIGNMENT: ACHIEVING MANAGEMENT AND OPERATIONAL EXCELLENCE

December 1, 2011

Secretary Chu released the DOE Strategic Plan in May 2011, which established a vision for transformational clean energy, science, and security solutions that are significant, timely, and cost effective. Successfully achieving this vision will require a sustained commitment to management and operational excellence from Headquarters to every site office, service center, and laboratory or production facility.

To help realize the Management and Operations goal within the DOE Strategic Plan, Secretary Chu established the Associate Deputy Secretary (ADS) position in February 2011. In support of the Secretary and Deputy Secretary, the Associate Deputy Secretary drives improvements in mission execution and assures that they are efficiently and effectively implemented throughout the Department. The Associate Deputy Secretary reports directly to the Secretary and the Deputy Secretary, and is the primary point of contact for: Office of the Chief Human Capital Officer; Chief Information Officer; Economic Impact and Diversity; Management; Health, Safety and Security; and Hearings and Appeals. In this capacity, the ADS ensures day to day activities required by the Under Secretaries and Assistant Secretaries with the line management responsibility are efficiently and effectively implemented. Additionally, Secretary Chu appointed a Senior Advisor for Operations, Mike Weis, who works closely with the Secretary and the Associate Deputy Secretary towards improved mission execution.

Focused on the safe and secure mission execution, results/actions are tracked via 52 Measures of Performance aligned with the Department's Strategic plan. Examples include:

Efficiencies – In fiscal year (FY) 2011, there have been significant cost savings realized to date. Savings include efforts associated with bulk purchasing, fleet vehicle reductions (with an overall goal of 35% reduction in vehicles by FY 2013), travel reductions, mobile device management, website consolidation, and elimination of excess real property.

Effectiveness – Safe and secure mission execution.

Achieve Operational and Technical Excellence

1. **Alignment – Align roles and responsibilities across the complex:** Horizontal integration (i.e., line/functional, Headquarters/field, Federal employees/laboratories). Decision making is more efficient and effective (leaders are 'getting to yes'). The ADS oversees a routine decision making governance which includes:
 - Chief Operating Officer Board established in June 2011. This Board is comprised of career Senior Executive Service members from the line, functional offices, and field leaders.
 - Operations Management Council which consists of the Under Secretaries and functional leaders.
 - Nuclear Safety and Security Council established in June 2011 which facilitates integration and coordination of the senior nuclear leaders across each Under Secretary program.
 - Super 8 which integrates and coordinates the eight major functional leaders in support of line management.
 - Directives Review Board which consists of senior leaders who approve mission directives and requirements.
 - A weekly operations meeting with the Secretary and Deputy Secretary.

Additionally, the executive decision correspondence process was changed in March 2011, resulting in executive decisions 10 times faster than before.

2. **Develop the most highly-qualified, capable, and flexible workforce:** We are optimizing our work/Federal workforce and reducing the need for support service contractors. We are upgrading our continual learning program for managers, and working to improve diversity and inclusion in the workforce.
3. **Assure excellence in research and development (R&D) management:** We are consolidating our R&D financial assistance information technology programs/processes towards better effectiveness while saving dollars.

4. **Improve contract and project management:** There are several measures of performance in this area which are being pursued.
5. **Leverage infrastructure to support the mission:** This includes the Department's sustainability efforts (e.g. fleet reductions, buildings efficiency, cool roofs).
6. **Create a regulatory process that is strategic and efficient:** (e.g. revised refrigerator energy standard, etc.).

Implement a Performance-Based Culture

1. **Cultivate a performance-based framework:** We are articulating clear performance expectations, clear accountability, responsible empowerment, timely and responsible performance assessments. (Includes a 'managers training managers' training effort). Recognition of our people is occurring (e.g. management reform recognition, Honor awards).
2. **Improve transparency:** Budget and reporting codes are being consolidated by 50% towards improved financial transparency. We are working to reduce the time required to distribute funds from Headquarters to the field by a factor of four or greater.
3. **Transform our approach to safety and security:** We are streamlining requirements, eliminating duplication (e.g. Health, Safety, and Security requirements have been reduced by 50% while maintaining safe and effective operations).
4. **Enable missions through responsive information technology (IT) and cyber security:** We are improving our commodity IT services, and our cyber risk management.
5. **Refresh our strategy regularly:** The Quadrennial Technology Review is informing our budgets. We are participating in the Office of Management and Budget's Business Quarterly Review process. The ADS conducts bi-monthly management reviews with cognizant leaders to ensure that measures of performance are being realized.

Alignment is our Operating Model towards achieving Management and Operational Excellence. We are taking a systems approach to align DOE's Strategy, Structure, Processes, and People such that they are better focused on mission. The DOE Strategic Plan (a key aspect of our strategy) indicates that we must do the following towards achieving Management and Operational Excellence:

1. Focus on our **Mission**, while being efficient, effective, and reaffirming our Management Principles. Cut waste and capture savings; reapportion savings to mission (i.e. transfer from 'tail' to 'tooth').

2. Achieve Operational and Technical **Excellence**.

Excellence is our standard. This will require alignment of our strategy, structure, processes, and people. This will require accountability (with authorities) by each leader and worker: (1) line leaders are directly accountable for our mission, enabled by accountable Departmental program and functional leaders; and (2) we must remain the subject matter experts of our core competencies (do not 'outsource' core). In achieving Operational and Technical Excellence there are six key points:

- Align roles and responsibilities across the complex.
- Develop the most highly-qualified, capable, and flexible federal workforce.
- Assure excellence in research and development (R&D) management.
- Improve contract and project management.
- Leverage infrastructure to support the mission.
- Create a regulatory process that is strategic and efficient.

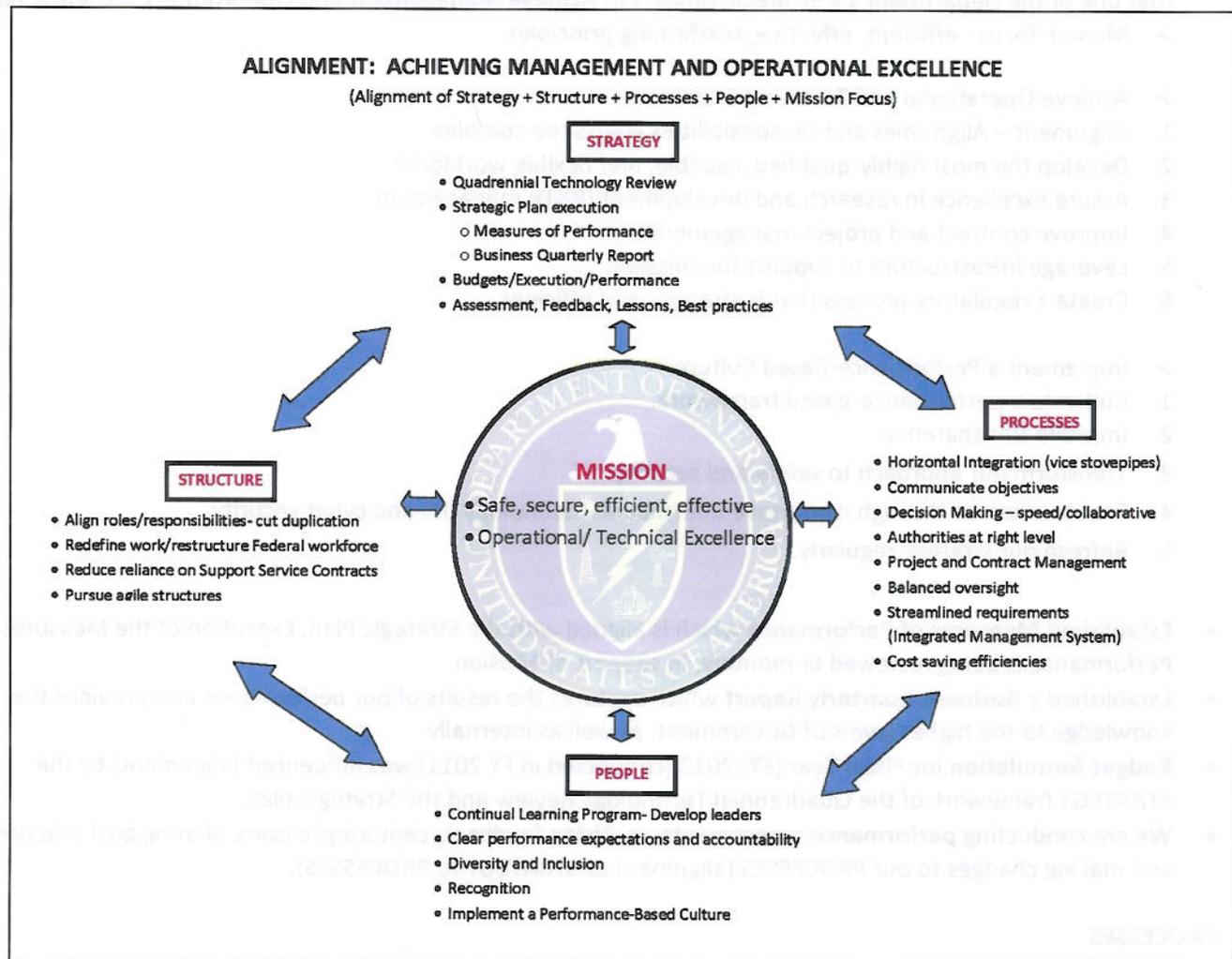
3. Implement a **Performance-Based Culture**.

Performance (execution, decisions, outcomes, and results) on a day-to-day basis is our culture. "Get to yes" with a sense of mission urgency while also regarding each of our seven management principles. Do so via timely collaborative action by key experts, instead of concurrence by all. Towards implementing a Performance-Based Culture, there are five key points:

- Cultivate a performance-based framework.
- Improve transparency.
- Transform our approach to safety and security.
- Enable missions through responsive information technology (IT) and cyber security.
- Refresh our strategy regularly.

Aligned with DOE's Strategic Plan, we have established and are pursuing specific **Measures of Effectiveness** (i.e., our standard for success) and **Measures of Performance** (i.e., action steps and our actual performance relative to our standard for success) which are transparent and available for your ideas/inputs on DOE's wiki site – Powerpedia [https://powerpedia.energy.gov/wiki/Management and Operational Excellence](https://powerpedia.energy.gov/wiki/Management_and_Operational_Excellence).

ALIGNMENT: ACHIEVING MANAGEMENT AND OPERATIONAL EXCELLENCE



Alignment is our Operating Model towards achieving Management and Operational Excellence. On behalf of the Secretary and the Deputy Secretary, the Associate Deputy Secretary (ADS) is collaborating with the Department's leaders to take a systems approach to align DOE's **Strategy, Processes, Structure, and People** such that they are better focused on **Mission**. The Secretary's Senior Advisor for Operations also works closely with the Secretary and the Associate Deputy Secretary towards improved mission execution. This paper provides a summary of key "Alignment" efforts to achieve Management and Operational Excellence.

MISSION: To ensure America's security and prosperity by addressing its energy, environmental, and nuclear challenges through transformative science and technology solutions.

STRATEGY

- Developed and promulgated the first ever **Energy Quadrennial Technology Review (QTR)**, which established a framework for thinking clearly about a necessary transformation of the Nation's energy system: 1) Increase vehicle efficiency, 2) Electrify the vehicle fleet, 3) Deploy alternative hydrocarbon fuels, 4) Increase building and industrial efficiency, 5) Modernize the electrical grid, 6) Deploy clean electricity.
- Developed and promulgated Secretary Chu's **Strategic plan** for the Department. The Strategic Plan specified that one of the Department's 4 Strategic Goals is to **Achieve Management and Operational Excellence** via:
 - Mission focus: efficient, effective, reaffirming principles.
 - Achieve Operational and Technical Excellence.
 1. Alignment – Align roles and responsibilities across the complex.
 2. Develop the most highly-qualified, capable, and flexible workforce.
 3. Assure excellence in research and development (R&D) management.
 4. Improve contract and project management.
 5. Leverage infrastructure to support the mission.
 6. Create a regulatory process that is strategic and efficient.
 - Implement a Performance-Based Culture.
 1. Cultivate a performance-based framework.
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 3. Transform our approach to safety and security.
 4. Enable missions through responsive information technology (IT) and cyber security.
 5. Refresh our strategy regularly.
- Established **Measures of Performance** which is aligned with the Strategic Plan. Execution of the Measures of Performance is being reviewed bi-monthly, in support of Mission.
- Established a **Business Quarterly Report** which captures the results of our performance and provides the knowledge to the higher levels of Government, as well as internally.
- **Budget formulation** for Fiscal Year (FY) 2013 (conducted in FY 2011) was influenced (alignment) by the STRATEGY framework of the Quadrennial Technology Review and the Strategic plan.
- We are conducting **performance assessments**, receiving feedback, capturing lessons, sharing best practices, and making changes to our PROCESSES (alignment of STRATEGY to PROCESSES).

PROCESSES

Horizontal integration

Per the Strategic Plan Goal for Achieving Management and Operational Excellence (alignment of STRATEGY and PROCESSES), we have established an operational and adaptable framework that combines the best wisdom of all Departmental stakeholders to maximize mission success. **Horizontal integration is occurring** (line/functional leaders, headquarters/field, federal staff and laboratory contractors). We are "getting to yes" (decisions) through an integrated team approach in support of mission execution instead of the stagnation of stovepipes. We have established/maintained six key decisions making boards/councils and established a routine meeting rhythm which is synchronized to present decisions to the Secretary at his Weekly Operations Meeting.

- Operations Management Council (line/Under Secretaries, functional leaders, field leaders, and Associate Deputy Secretary [ADS]).

- Chief Operating Officer Board (National Nuclear Security Administration [NNSA]/Science/Energy line career Senior Executive Service Chief Operating Officers (COO), functional leader of Directives Review Board, field leader, and ADS). Initiated in June 2011.
- Super 8 (eight functional leaders and ADS). Initiated March 2011.
- Directives Review Board (DOE requirements/directives are adjudicated). Comprised of line COOs, functional leaders, laboratory contractor representatives, and the ADS.
- Nuclear Safety and Security Council (NNSA/Science/Energy Central Technical Authorities, Chief nuclear safety and security leaders, and ADS). Initiated May 2011.
- Secretary's Weekly Operations meeting, which includes line COOs and ADS.

Communicate objectives

We are starting to **communicate objectives** throughout DOE (line and functional, headquarters and field) regarding our Strategic Plan and other guidance, so as to achieve understanding, commitment, and desired action. Secretary Chu rolled out the DOE Strategic Plan in May 2011. An announcement speech was delivered live (and recorded) via webcast to employees. Strategic Plan collateral materials were developed and delivered (e.g., mission cards, signage, posters, and website). Strategic Plan "awareness and understanding" language was added to FY 2012 performance plans for all DOE team members. We made the Management and Operations **Measures of Performance available (transparency)** to federal employees and laboratory contractors on **DOE's wiki site (Powerpedia)**. The internal communications function was reviewed and follow-on actions are being taken by Public Affairs (PA).

Decision making speed/collaboration

Executive decision speed/quality was improved by a factor of ten times. We developed and implemented a process to improve the flow of senior executive decision correspondence. This Collaborative Action Process (CAP) includes accountability (someone to track the decision to completion), the element of time (a set number of days to complete), a streamlined number of key stakeholders who review the proposed decision while also remaining transparent (information only to others), and the elimination of concurrence (i.e. reviewers either provide comment or no comment).

Functional leaders are working with the Line Chief Operating Officers, the Field Management Council (FMC), the National Laboratory Directors Council (NLDC), and the Energy Facilities Contractors Group (EFCOG) (via the six key decision making boards/councils) to make decisions and take action to address some of our most pressing challenges which require "**Corporate (horizontally integrated)**" solutions to support Mission execution in a **safe, secure, efficient, and effective manner.**

Examples include:

Human Capital - Taking action to reduce our average time-to-hire for GS and equivalent positions by every HR Office (from initiation date to entry on duty date) from 174 days to an 80-day average (that includes a 50-day target to job offer). DOE was recognized by Federal Times (August 2011) for rising to the #2 position of all Federal Agencies in reducing the average time to hire by 45%.

Management - Achieved positive performance results in support of Mission execution in helping to align authorities to the right level, streamlining requirements, developing a more efficient and effective executive decisions/correspondence process, leading efforts to improve project and contract management, and driving cost saving efficiencies.

Health, Safety, and Security (HS) - Led an unprecedented effort to transform the Department's approach to safety and security, which included streamlining/eliminating duplicative or no longer relevant requirements. As the Department's independent oversight organization regarding Health, Safety, and Security, they led the Department's self assessment, review, and follow on actions following Japan's reactor events in March 2011.

Economic Impact and Diversity - Initiated action leading to the Secretary's mandate that we work together to better achieve a culture which embraces diversity, creates an environment leading to our Department being an employer of choice, and we ensure that all men and woman may contribute to our Mission effectiveness while they are simultaneously able to realize their full potential.

Hearing and Appeals- Led the effort to establish and implement an effective Alternative Dispute Resolutions process to address employee concerns via the most efficient and effective methods. This was particularly noteworthy in view of the many Management Reforms (i.e. changes) which are being pursued within the Department.

Office of Chief Information Officer – Decisions and actions are being executed to help improve our Mission performance via a more responsive IT capability (enterprise wide approach) and a risk based cyber security capability.

Office of Chief Financial Officer - Leading efforts to increase the speed and effectiveness of Funds distribution from the Headquarters to the Field, to enable more efficient Mission execution. Working closely with the Chief Information Officer and the Line Chief Operating Officers, they are also working to improve system architectures and processes associated with administering financial grants.

Office of the General Counsel - Led significant efforts which culminated in the approval of the regulatory standards for America's refrigerators. This effort will result in significant energy efficiencies. Additionally, they led the effort towards approval of the National Environmental Policy Act. This will result in a more efficient and effective approach to meeting our environmental commitments while also reducing duplicative requirements.

Authorities at the right level

Federal leaders and our National Laboratory contractors worked collaboratively in an expeditious manner (only five months to address complex topics) to resolve most of the authorities related policies and practices which the laboratory contractors indicated were burdensome to their contributions to mission effectiveness. Additionally, we are working with our **Field Management Council** (Federal Leaders at our Field Facilities) to address (December 2011-April 2012) their recommendations towards improved mission execution. We are reviewing current directives, orders and memoranda and making recommendations toward delegating authorities to the lowest possible level. We are ensuring that leaders who are entrusted with additional authorities are free to do their jobs without intrusive oversight, but are accountable for performance and conduct consistent with DOE values, management principles and performance expectations. From an accountability stand-point, we are linking Strategic Plan related expectations into individual performance plans.

Project and contract management

We are measurably **starting to improve** our performance in project and contract management. More effort will be required in this area. The Office of Science exceeded the target for completing more than 90% of capital asset projects at the original scope and within 110% of the cost baseline. In FY 2011, they achieved a 100% success rate -- a Departmental first. Projects baselined after the Root Cause Analysis Corrective Action Plan (after October 2007) met the project success metric in FY 2011 and are anticipated to meet it in 2012. Uses of certified Earned Value Management Systems remain above targets. The National Nuclear Security Administration successfully completed a heating system modernization project at Sandia. The Office of Environmental Management successfully completed two disposal facility expansion projects at Oak Ridge.

A change control guide has been developed, along with strategies to improve acquisition planning, streamline the procurement process, and reduce acquisition cycle time. A "Managing Change" course was also developed and provided to over 200 employees at eight sites during FY 2011. The course will continue to be delivered in 2012 and is expected to lead to significant improvements in contract management. A Contracting Officer's Representative

Staffing and Workload Took Kit have been developed that will aid Contracting Officers and Contracting Officer's Representatives in understanding their respective roles and responsibilities and assist programs in appointing staff to these roles.

Balanced oversight

We are taking steps to establish a more balanced oversight model within the Department – **oversight that is performance-warranted and risk-based** (e.g. high versus low consequence).

Streamlined requirements

While ensuring safe and secure mission performance, HS **eliminated/reduced about 50% of requirements** which were determined to be **duplicative or no longer relevant**. For all HS directives that have been revised (reduced from 107 safety and security directives to 55 directives), the reform effort has eliminated duplicative or conflicting requirements, placed authority to the appropriate level, invoked external standards where possible, and streamlined process requirements and decision-making. Each revised directive has been reviewed and validated by line programs and the National Laboratory Directors' Council (NLDC). The **Directives Review Board improved output by a factor of two times and improved efficiency by a factor of three times**.

Integrated management system

This is a potential '**game changer**' towards achieving a **performance-based culture**. We are working closely with senior leaders across the Department as well as our contractors to investigate the potential benefits of integrating our various management systems; specifically, whether an **integrated management system** can eliminate redundancy and unnecessary requirements, and build on efforts to change our governance model to reflect reliance on strong Federal line oversight and Contractor Assurance Systems that confirm performance without duplicating effort or unnecessarily validating results.

Cost saving efficiencies

The Department of Energy's cost saving/avoidance efficiencies (cutting waste) totaled nearly \$1B in FY 2011.

Examples include:

- **Travel Reduction** Costs Saved/Avoided: **\$3 million** FY 2011 with \$16 million targeted FY 12.
- **Conference Cost Reduction** Costs Saved/Avoided: **\$0.8 million** in FY 2011 (a 5% reduction from FY 2010) with \$4 million targeted in FY 2012.
- **Fleet Reduction** Costs Saved/Avoided: **\$66 million** targeted for FY 2011-2013.
- **Fuel Costs** Saved/Avoided: **\$9 million** targeted by FY 2013.
- **Bulk Purchasing** Costs Saved/Avoided: **\$286 million** FY 11 with \$286 million targeted FY 12.
- **Disposition of Excess Real Property** Costs Saved/Avoided: **\$287 million** in FY 2011 with \$88 million more targeted in FY 2012.
- **Reliance on Support Service Contracts** was reduced by **27%**, saving/avoiding **\$ 372 million** in FY 2011.

STRUCTURE

Align Roles and Responsibilities across the complex (as directed in our Strategic Plan, this contributes to the alignment of STRATEGY and STRUCTURE)

The Department of Energy is implementing a management reform effort to cut waste by aligning roles and responsibilities across the complex, to benefit from a **high-performing organizational construct which better contributes to mission effectiveness**. For example, the Oak Ridge Office reorganized to clarify roles and responsibilities between headquarters and site offices. The Office of Environmental Management now reports to the Under Secretary for Nuclear Security.

Redefine work/restructure the Federal workforce

All Departmental elements are taking action to **redefine their work, remove duplicative activities, and streamline operations**. The **federal workforce** should be **restructured** to reflect the redefined work.

Reduce reliance on Support Service Contracts

We reduced this area by 27%, saving \$ 372 million in FY 2011. The Office of the Chief Human Capital Officer reduced support service contracts by 50% in FY 2011 compared to FY 2010 and transferred functions to existing federal staff. The Office of Management (MA) made decisions (June 2011) to improve their work, which enabled them to save dollars because about 20% on MA support service contract work was no longer required. HS made decisions to change their work, and reduce support service contractor services by 28%. The Office of Environmental Management made decisions to change their work, and reduce support service contractor services by 30%. All programs are implementing plans to improve their work and to have less reliance on support service contractors.

Pursue agile structures

We have expanded the use of “other transactions authority” based on the pioneering effort led by **Advanced Research Projects Agency-Energy** in this area. This authority allows for flexibility and increased speed with respect to our partnership with industry for mission related activities. We are providing headquarters on-site procurement advisory support to the Office of Energy Efficiency and Renewable Energy in its execution of the Sunshot Program. This will help streamline headquarters review of Funding Opportunity Announcements.

PEOPLE

Invest in a robust Continual Learning Program

We initiated a robust Continual Learning Program which will ensure that we develop the most highly-qualified, capable and flexible Federal workforce (alignment of STRATEGY and PEOPLE). **This is a potential ‘game changer’ towards achieving a performance-based culture.** We will align, plan, and manage organizational learning and development activities with Departmental, technical, managerial, and leadership workforce needs three to five years in the future using competency-based needs assessments, training plans, and workforce plans. We will mentor, develop, and foster the professional growth and advancements through individual development planning for all individuals in the Department’s federal workforce to ensure our employees have fulfilling and productive careers within the Department. To broaden the technical skills and understanding of our staff, we will institute a rotation program that affords opportunities for the highest performing mid-career staff to be on assignment outside their home organization for a period of at least six months. We will empower our program managers to make decision based on a deep understanding of the latest scientific and technology developments.

We established a “managers training managers” Leadership Learning module (Rules of Thumb) professional development training which is intended to achieve understanding of expected performance by managers. This training employs a ‘case study’ review approach, is interactive, and will be conducted at least quarterly so as to continually develop all key leaders/managers.

Diversity and Inclusion

Secretary Chu initiated actions to improve DOE’s efforts in the area of Diversity and Inclusion. In July 2011, the Office of Diversity Programs concluded a comprehensive review of DOE’s workforce diversity and inclusion policies and programs. The findings from this analysis, which have been shared with DOE senior management, indicate that we can do more to create a culture that values diversity, which in turn will make the Department an employer of choice and enhance our mission effectiveness. The Secretary has asked each DOE senior leader, manager, and employee to join him in **taking immediate and sustained action to better promote our Department as a positive model of equal opportunity, diversity, and inclusion.**

Recognize the excellent performance of our people

Initiated management reforms **recognition**, whereby people who have done well to help reform our management practices are being presented with the Secretary's Achievement Award. We also conducted the Secretary Honors Awards ceremony (first in two years).

Achieve a Performance-Based Culture.

We also have the opportunity for culture change, making major inroads (between now and the end of calendar year 2012) towards **achieving a "Performance-Based Culture"** throughout DOE.

There are potentially 3 key inter-related efforts which may ignite this culture change:

1. **Continual Learning Program**: We intend to demonstrate commitment to the Professional and Leadership Development of our People via a robust "Continual Learning Program" (including participation of all SES and senior managers in Leadership learning module/Rules of Thumb training by the end of calendar year 2012).

A key element of our Strategic Goal to achieve Management and Operational Excellence is "to develop the most highly qualified, capable, and flexible Federal workforce". To that end, our Strategic Plan established five commitments:

- a) align, plan, and manage organizational learning and development activities with workforce needs;
- b) mentor, develop, and foster professional growth and advancement through individual development planning;
- c) institute a rotation program that affords opportunities for the highest performing mid-career staff to be on assignment outside their home organization;
- d) empower our program managers to make decisions based on the latest scientific and technology developments;
- e) and enrich the diversity of the Department workforce.

A cornerstone to honoring these commitments to our people is an effective Continual Learning Program.

2. **Integrated Management System**: We intend to implement an "Integrated Management System" towards improved Mission execution.

Memo from Secretary Chu on 3 October 2011 noted the following:

"SUBJECT: Improving Mission Execution by Integrating our Management Systems

In January, the Department launched an effort to transform itself and improve mission execution. Mike Weis, as my Senior Advisor for Operations, initially targeted six specific outcomes that were championed by senior leaders across the Department. This initial effort has now transitioned into our institutional Management and Operational processes led by Associate Deputy Secretary Mel Williams.

I have asked Mike to broaden his efforts by working closely with you, our contractors (through the National Laboratory Directors' Council and the Energy Facility Contractors Group), and Mel to investigate the potential benefits of integrating our various management systems. Specifically, I've asked them to explore whether an integrated management system can eliminate redundancy and unnecessary requirements, and build on our efforts to change our governance model to reflect reliance on strong Federal line oversight and Contractor Assurance Systems that confirm performance without duplicating effort or unnecessarily validating results..."

Consistent with our Strategy (DOE Strategic Plan) and the Secretary's guidance noted above, the initial efforts (calendar year 2012) to improve mission execution via the implementation of a DOE Integrated Management System will be related to 3 strategic challenges and opportunities:

- a) Align roles and responsibilities across the complex (e.g. a more consistent and effective "Requirements" generation process);
- b) Develop the most highly-qualified, capable, and flexible federal workforce (e.g. a more consistent and effective M&O Contractor and Federal "Human Capital" process);
- c) Leverage infrastructure to support the mission (e.g. more consistent and effective "Real Property" management).

3. **Workforce Diversity and Inclusion:** Improvements in this area have commenced, such that all of our people have the opportunity to realize their full potential while contributing to improved mission performance.

..09Secretary Chu memo of 3 October 2011 regarding Workforce Diversity noted the following:

"Dear Colleague,

On August 18, 2011, President Obama issued an Executive Order, "Establishing a Coordinated Government-wide Initiative to Promote Diversity and Inclusion in the Federal Workforce," directing Federal agencies to develop strategic plans to recruit and retain a more diverse workforce. It calls for the Office of Personnel Management, along with the Office of Management and Budget and the Equal Employment Opportunity Commission, to release a strategic government-wide framework to guide agencies to better diversify their workforce within 90 days of the Executive Order issuance.

In anticipation of this Executive Order, in March 2011, I approved the creation of the Office of Diversity Programs within the Office of Economic Impact and Diversity (ED) to analyze the diversity practices at DOE and to develop recommendations that would bring the Department to the forefront of efforts to build a more diverse and inclusive workforce. In July 2011, the Office of Diversity Programs concluded a comprehensive review of DOE's workforce diversity and inclusion policies and programs.

The findings from this analysis, which have been shared with DOE senior management, indicate that we can do more to create a culture that values diversity, which in turn will make the Department an employer of choice and enhance our mission effectiveness. I believe that we are at our best when we draw on the talents of all parts of our society, and our mission accomplishments are achieved when diverse perspectives are brought to bear to overcome our greatest challenges.

I ask each DOE senior leader, manager, and employee to join me in taking immediate and sustained action to better promote our Department as a positive model of equal opportunity, diversity, and inclusion. In support of our efforts, I am directing Associate Deputy Secretary Mel Williams to lead this effort and to work with Bill Valdez, Acting Director of ED, and Mike Kane, the Department's Chief Human Capital Officer, to take...immediate actions".

As we improve Workforce Diversity and Inclusion, it will require Leadership. Acknowledging that our Nation's workforce demographics will continue to become more diverse, the leadership efforts within today's successful organizations are taking action to ensure that their quality workforce is representative of our Nation's diversity so as to continue to achieve desired mission effectiveness.

As we improve Workforce Diversity and Inclusion, it will involve the creation of a culture which values trust and human dignity and provides the opportunity for personal development and self- fulfillment in the attainment of our organizational mission and goals.

As we implement Workforce Diversity and Inclusion, we must reaffirm DOE's Management principles, and consider three central ideas: Mission Focus, Accountability, and Continual Learning.

- a) Mission focus- Workforce Diversity and Inclusion actions must maintain a focus on DOE Mission execution as all employees are able to realize their full potential within our culture of collaboration, flexibility, and fairness.

- b) Accountability for Workforce Diversity and Inclusion is with Line and Functional Leaders, not the Office of Economic Impact and Diversity and the Office of the Chief of Human Capital. DOE Line and Functional Leaders will take ownership of this opportunity to do more to create a culture that values diversity and inclusion, which in turn will make the Department an employer of choice and enhance our mission effectiveness.
- c) Continual Learning will be the “main effort” towards achieving our culture change. Many of the Workforce Diversity and Inclusion required actions will be continually reaffirmed via the execution of an effective DOE Continual Learning Program.

We can become an employer of choice and a “Best Place to Work” within the Federal Government.