

Improving Mission Execution by Integrating our Management Systems

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**Weekly Operations Meeting
November 1, 2011**

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Pulling the Pieces Together for Improving DOE Management to Enable Mission Execution

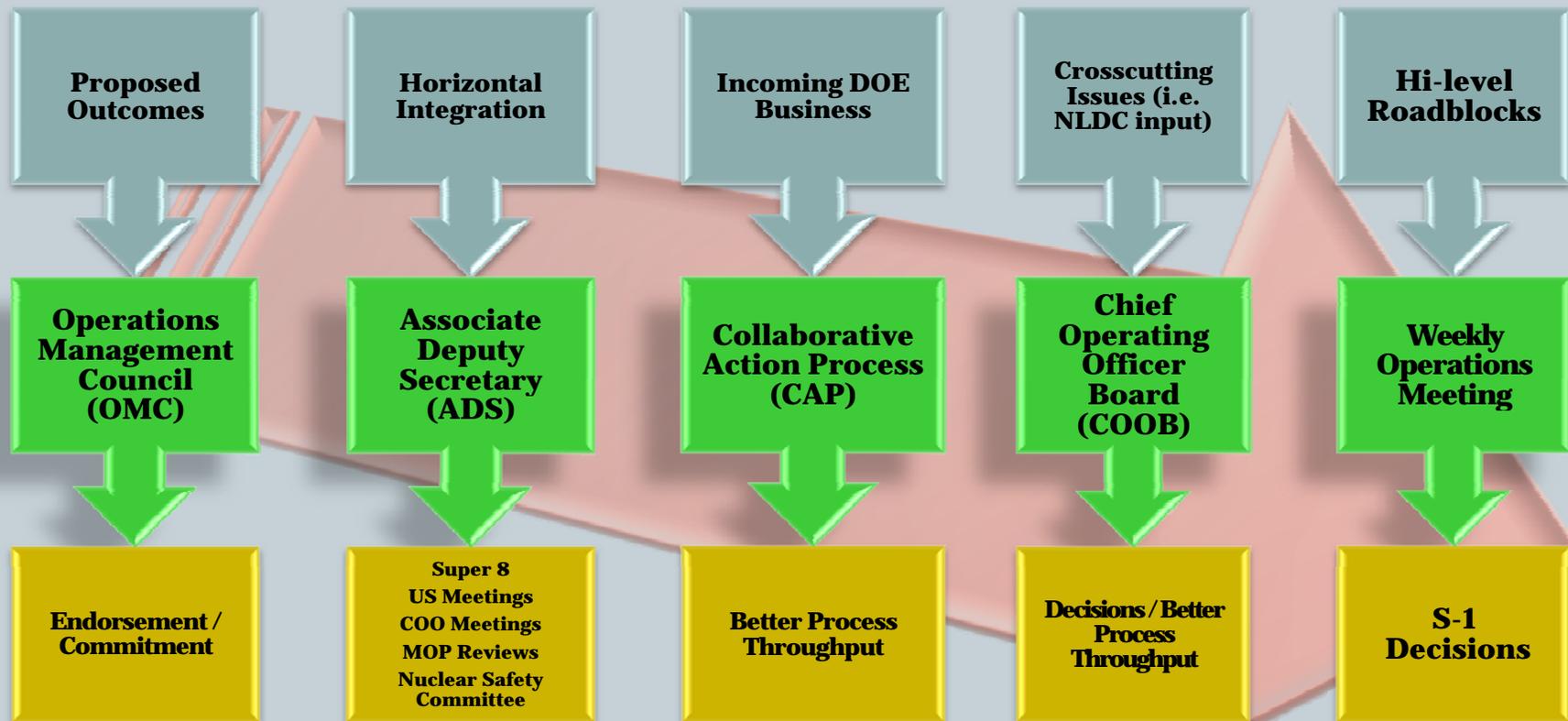
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- **Process changes**
- **Behavioral changes**
- **System changes**

Process Change Approach

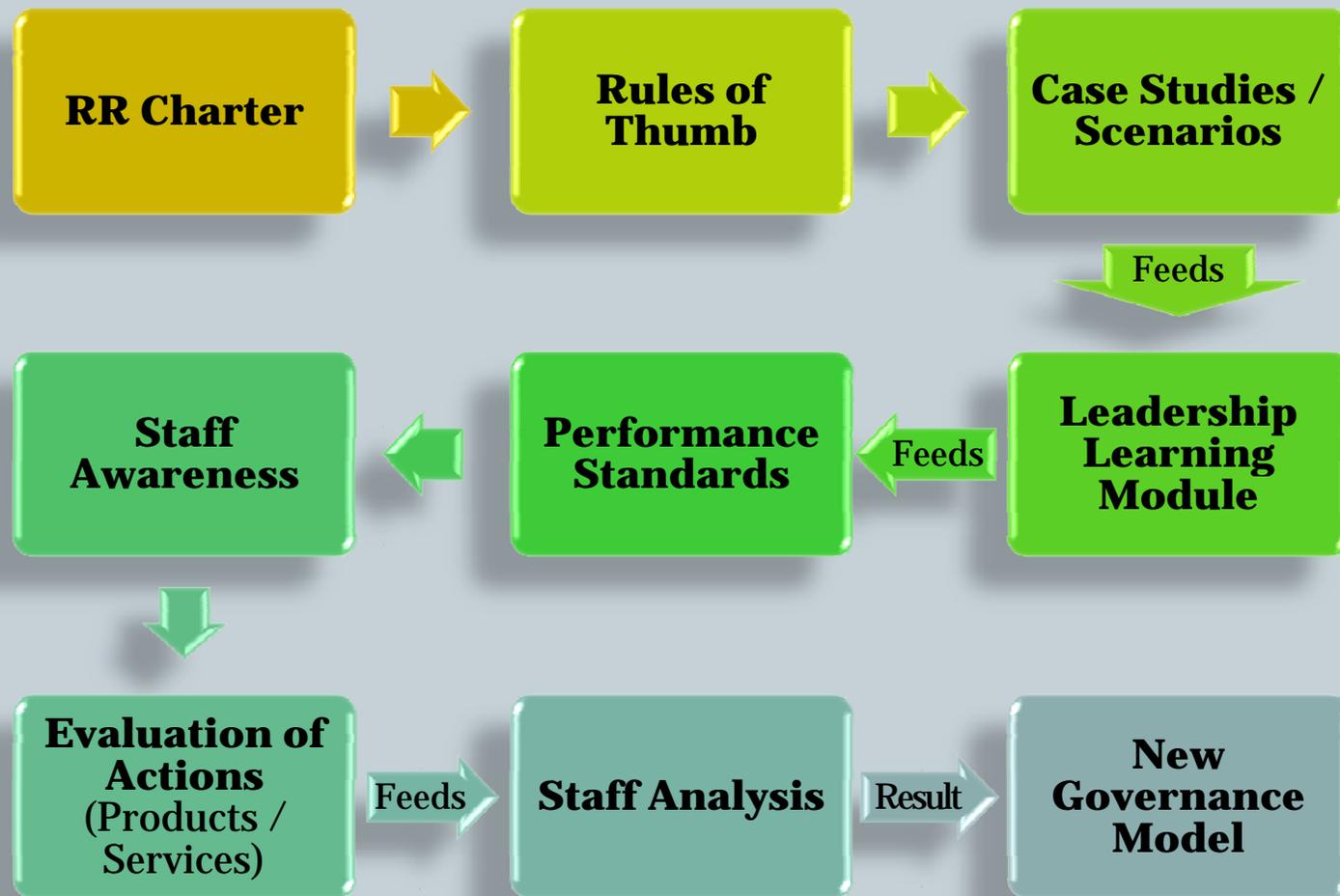
Strengthening and Expediting Decision Making

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Behavioral Change Approach Streamlining Oversight

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System Changes to Enable Process/Behavioral Efforts

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- Addresses charge to evaluate integration of management systems
- Integrates many of the process and behavior changes underway
- Uses a systematic approach
- Establishes “base camps” of success
 - Each step along the way will be value added

Ultimate Objective: Completely Integrated DOE Management System

Integrated Management System

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- **What this is:**
 - One internal DOE system approach for defining work processes and developing, promulgating, and implementing requirements
 - Linkage to ongoing reform initiatives
 - Driver for consistent, predictable, efficient performance
 - Supportive of the ultimate objective of clear DOE roles and model for governance
- **What this is not:**
 - New directive for contractor management system
 - New reform effort
 - Defined by external certification (e.g., ISO)
 - Review of existing DOE policy

Potential Drawbacks

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- Requires resource investment
- Results will take time
- Continued challenge in communicating the relationship of these efforts to on-going initiatives
- Perception that, for example:
 - Integrated Management will be promulgated as a new requirement to contractors
 - Integrated Management may undermine Integrated Safety Management

Expected Outcomes/Benefits

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- **A single model for identifying and implementing requirements**
 - Requirements in this context include “musts” for federal staff processes as well as those that we impose on our contractors
- **Clarification of internal DOE roles**
- **Simplification of DOE/contractor interface (DOE speaking with one voice)**
- **Oversight model for new governance approach that relies on Contractor Assurance Systems and reflects the DOE roles of owner, regulator and customer**
- **Basis for development of an enterprise risk management model**
- **Performance evaluation and improvements to enhance mission execution**

Preliminary Path Forward

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- **Develop rubric for evaluating enabling subsystems that affect mission delivery**
 - Select initial subsystems (e.g., human capital, contractor human resources)
 - Analyze requirements and how they are implemented
 - ✦ What are the externally-driven requirements (R's), what additional controls are needed (C's), and how are those implemented?
 - Optimize the subsystem by aligning requirements and how they are implemented to focus on the mission and on meeting the needs of the customer
- **Implementation plan for promulgating requirements**
 - Analysis of recent requirement changes execution for lessons learned
 - Development of subsystem process data requirements
 - Development of system performance metrics
- **Feedback and improvement of the process**

Longer Term

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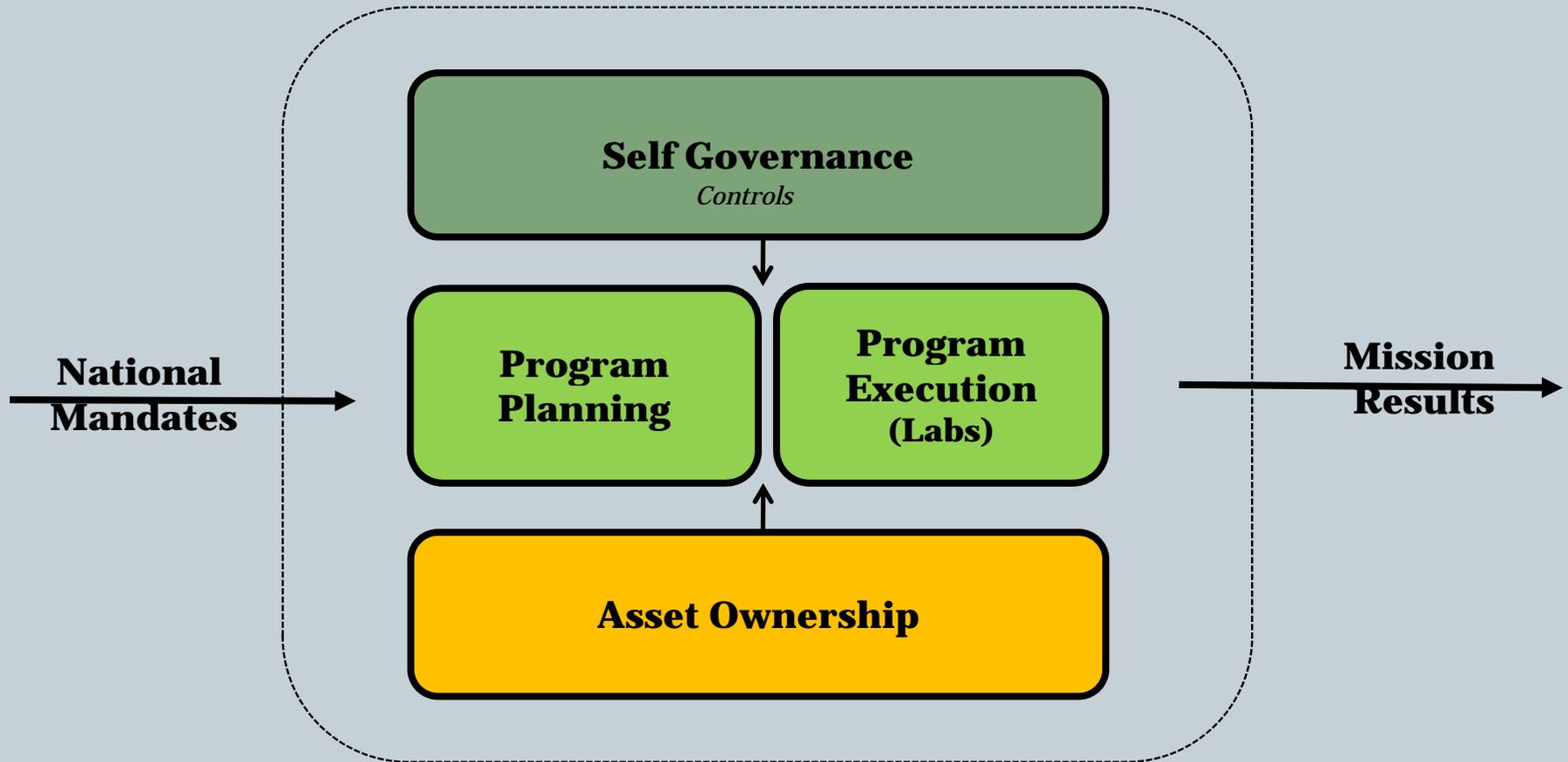
- **Map the mission delivery process**
 - Informs the set of subsystems needed
 - Allows optimization from the perspective of people interacting with the integrated management system as a whole, not just its individual subsystems
- **Develop oversight model (Governance)**
- **Develop enterprise risk model**
- **Benchmark government and corporate systems for requirements delivery**

Backup Slides



DOE Integrated Management System

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What We Need from our Contractors

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- Consistent message when individual members charged with representing a group reflect that groups position
- Honest and open feedback when behavior is not consistent with this approach
- Own and accept the risk that derives from the new governance model
- Engagement and ownership of Integrated Management approach and principles
- Partnering on revised governance model - be willing to embrace the work and benefits of this long-term effort, even if old methods will benefit you in the short-term