

5. Measure of Performance – Mission Execution – Authorities

1.1.a. By 2011, align functional and programmatic reporting and, where necessary, create organizational positions to focus and accelerate decision-making/accountability.



Last update:
Dec. 7, 2011

Accountability: Ingrid Kolb, MA

Status: G

Goal: To ensure that authorities are delegated to the lowest appropriate level, while ensuring accountability of associated performance.

End State Vision

- Line Managers make decisions and are held accountable for results.
- Decision making authority is pushed to the lowest appropriate level in the organization.
- Functional Support Organizations are consulted on aspects within their assigned area of expertise and provide a solution to the problem, in a timely manner.

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. 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.

Status:

WINS

Decision made by the COOB to establish a centralized, web-based system for all delegations that MA will manage.

Decision made by the COOB to disband the functional accountability working group.

Developed revised process for ensuring that delegations are prepared in an expedited fashion (no more than 30 days).

Requested that organizations provide all existing delegations.

Developed a standard format for delegation of authority.

Action Plan:

Action Items	Scheduled	Completed
Test new delegation system	Nov 2011	Completed
Populate delegations system database.	Nov 2011	Completed
Make operational the new delegations system.	Nov 2011	Completed
Ongoing meetings with heads of departmental elements to refine delegations and designations.	Ongoing	

8. Measure of Performance – Mission Execution – Requirements

1.1.a. By 2011, align functional and programmatic reporting and, where necessary, create organizational positions to focus and accelerate decision-making/accountability.

Accountability: Ingrid Kolb, MA, supported by Mike Weis, SAFO



Last update:
Dec. 6, 2011

Status: G

Goal: To ensure that our requirements (e.g. Directives Review Board activities) are clear, unambiguous and contribute to safe and secure mission performance.

End State Vision

- DOE practices a tiered or graded approach to the implementation of requirements eliminating the one-size-fits-all approach.
- DOE uses international, national, and/or consensus standards where practical eliminating redundant and overly specific requirements.
- DOE issues new requirements only to address systemic weaknesses or emerging risks, not to correct individual performance issues.

Action Plan:

Action Items	Scheduled	Completed
Launch Team to develop Integrated Management System	Aug 2011	Oct 2011
Develop alternatives for an Integrated Management System	Oct 2011	Completed
Develop Departmental Customer Service Plan in response to EO 13571; post to DOE Open Government website.	Oct 2011	Completed
Develop a new approach to tiered-requirements based on risk.	Oct 2012	
Review and propose changes to the DOE directives system to align its execution with an Integrated Management System approach	Oct 2013	

Status:

WINS

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.

9. Measure of Performance – Directives Review Output

1.1.b. By 2011, develop governance principles relevant to balancing mission and risk, collaboration, transparency, and dispute resolution.



Last update:
Dec. 7, 2011

Accountability: Ingrid Kolb, MA

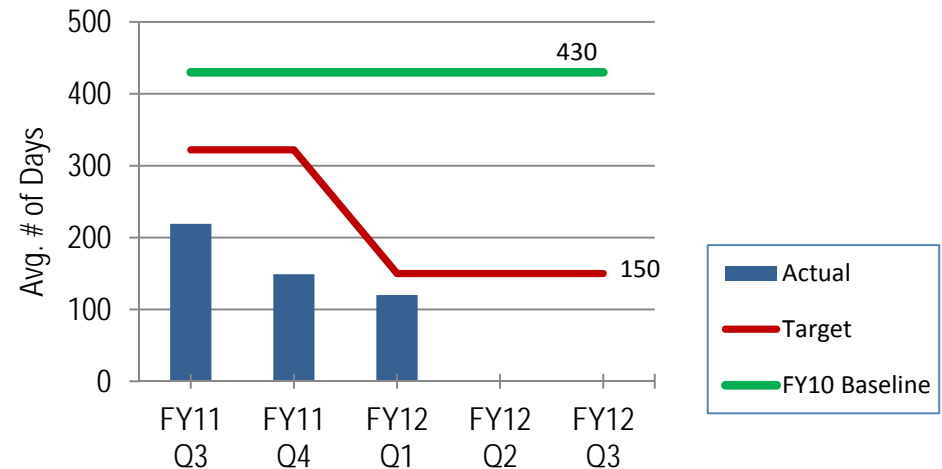
Status: G **Goal:** Maintain a directives processing time under 150 days through FY 2012.

Performance:

Average (Days)	Target	FY12			
		Q1	Q2	Q3	Q4
	150	120			

Action Plan:

Action Items	Scheduled	Completed
Maintain a directives processing time under 150 days by sending reminders as developmental timeline deadlines near.	Ongoing	



WINS

- ★ In FY11, the [Directives Review Board](#) processed 95 directive actions including 50 cancellations.
- [Directives Review Board](#) **doubled its productivity** (i.e., number of directives approved by the Deputy) in March-June 2011 (33 directives) compared to the same period last year (17 directives).
- [Camille Beben](#) (Office of Management, MA) and the [Directives Review Board](#) streamlined the DOE directives approval process by **a factor of nearly 3 from 430 days to less than 6 months**, which will help improve mission performance.

10. Measure of Performance – Reduce Travel Costs

1.1.b. By 2011, develop governance principles relevant to balancing mission and risk, collaboration, transparency, and dispute resolution.



Last update:
Dec. 6, 2011

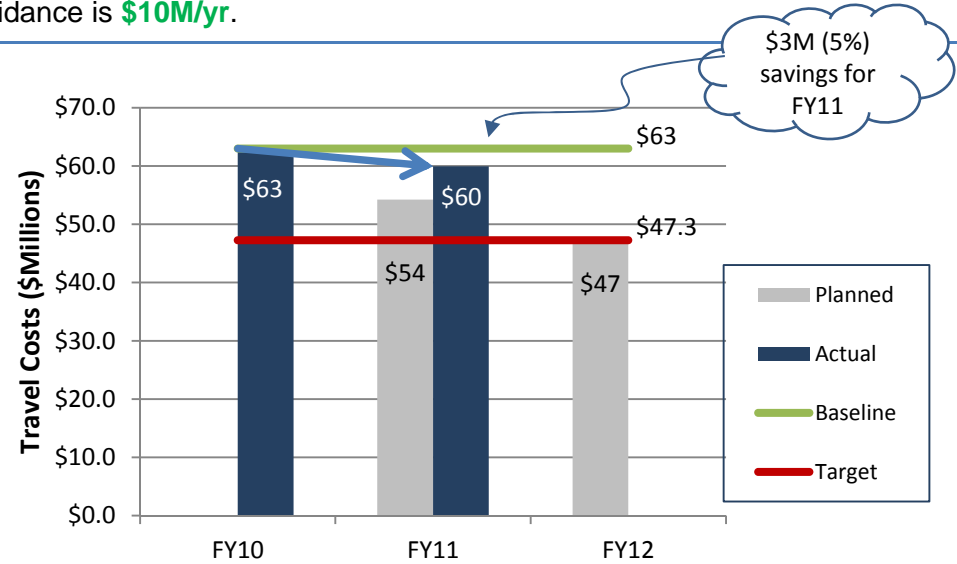
Accountability: Ingrid Kolb, MA

Status: Y

Goal: Reduce travel expenses by 25% by the end of FY 2012. Contribute toward reduction of scope 3 greenhouse gas emissions. Estimated cost savings/avoidance is **\$10M/yr.**

Performance:

Travel Budget Baseline	\$63M	Target: % Reduction	25%	Target: FY12	\$47.3M				
	FY 10 Baseline (\$M)	Travel Costs Prior to Reduction Target	Travel Costs						
			FY11				FY 12		
			Q1	Q2	Q3	Q4	Q1	Q2	Q3
Travel Budget	63	16.0	12.0	17.0	18.0	16.0	12.0	17.0	18.0
Target by Qtr		n/a	n/a	12.7	13.5	12.0	9.1	12.7	13.5
Actual by Qtr		17.3	12.0	15.7	15.0				
Cum. Total				15.7	30.7				



Key Target Reduction Period: FY11 Q3&4, FY12 Q1/2/3&4

Action Plan: (Mission is our focus, so travel accordingly)

Action Items	Scheduled	Completed
Develop centralized VTC scheduling capability.	Jun 2011	Jun 2011
Pilot desktop video capability.	Jul 2011	On-going
Modify Travel Authorizations to include PSO certification.	Jul 2011	Aug 2011
Change policy to enable use of non-refundable airfare for routine travel.	Aug 2011	Aug 2011
Deploy pilot for purchasing non-refundable tickets.	Sep 2011	Sep 2011
Expand non-refundable ticket policy to foreign travel.	Dec 2011	

NOTES: 1) EM, FE are the only Headquarters elements able to support the 25% goal.
2) HQs COOs recommend annual conferences be cut back to every 2 or 3 years.

Status:

WINS

Overall, FY11 had a 5% reduction from the FY10 baseline.
- Achieved **\$4.3M in cost savings over last 2 quarters of FY11** due to increased usage of VTCs, reduction in workshops/conferences, and other travel cost savings initiatives.

Julie Squires (MA) avoided use of travel dollars by conducting
1) training sessions on the use of non-refundable tickets via teleconference wherein 50 GTN/field employees participated in the on-line training sessions and
2) discussions on the Foreign Travel Order with GTN/lab employees resulting in a one-time estimated cost avoidance of about **\$16,904.**

Dana Hunter (NA) used VTC services in lieu of travel on August 29, 2011; **saving \$20,712** in travel cost.

Linda Field(GC) used VTC services in lieu of travel for the Patent Attorney's Conference on 09/13/11 and 09/14/11 in the Forrestal Auditorium. **\$12,300 travel savings** were realized.

Julie Squires. CF/MA implemented policy to allow use of non-refundable tickets to contribute ~\$8% savings towards 25% target in FY12. **\$25K savings in Oct. 2011, \$31K savings in Nov 2011.**

11. Measure of Performance – Strategic Sourcing Program (Bulk Purchasing)

1.1.a. Align functional and programmatic reporting and, where necessary, create organizational positions to focus and accelerate decision-making/accountability.



Last update:
Dec. 6, 2011

Accountability: Ingrid Kolb, MA

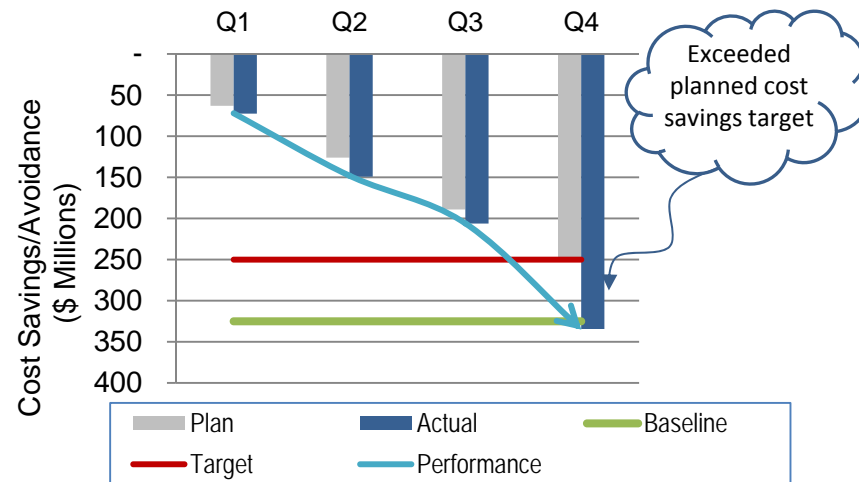
Status: G

Goal: Execute expanded use of strategic sourcing in DOE to achieve \$286M in cost savings by Sep 2012. Provide common approach to core supplies/services.

Performance:

	(\$ Millions)							
	Est. Cost			FY 11 Actual				
	FY10	FY11	FY12 Target	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Total
NNSA	\$110.0	\$115.0	TBD	\$36.2	\$32.4	\$11.0	\$28.2	\$107.8
EM*	\$37.0	\$1.9	TBD	\$0.4	\$0.6	\$0.5	\$0.6	\$2.1
SC*	\$145.0	\$108.0	TBD	\$20.4	\$31.4	\$13.9	\$67.4	\$133.1
Other**	\$32.5	\$25.4	TBD	\$15.4	\$12.4	\$31.5	\$32.2	\$91.5
***Total	\$324.5	\$250.3	\$286.0	\$72.4	\$76.8	\$56.9	\$128.4	\$334.5

* Based upon savings plan numbers provided by Programs.
 ** Other includes Federal Strategic Sourcing Initiative (FSSI), OCIO Enterprise Wide Agreements (EWA), rest of the ICPT, and NREL_INL.
 *** Significant change to goals by EM and SC have reduced goal by \$106.2M.



Action Plan:

Action Items	Scheduled	Completed
Negotiate FY12 goals with Programs	Dec 2011	Ongoing
Meet w/Pgms/M&Os to Plan 2012	Feb 2012	
Develop Cost Savings Method Guidance	Feb 2012	
Collect Spend data from Pgms/M&Os	Quarterly	
Complete FY12 Spend Analysis for DOE/NNSA	Sep 2012	
Target Specific Commodities for FY13	Sep 2012	

Status:

WINS
SC has achieved \$133.1M in cost savings thru the end of FY11.
NNSA thru Supply Chain Management Center (SCMC) achieved \$107.8M in cost savings thru the end of FY11.
OCIO thru the Enterprise Wide Agreements program achieved \$29.8M in cost savings thru the end of FY11.
EM has achieved \$2.1M in cost savings thru the end of FY11.
NNSA/SC/EM thru Integrated Contractor Purchasing Team (ICPT) achieved \$23.8M in cost savings thru the end of FY11.

31. Measure of Performance – PM Reforms for Post-RCA Projects

1.4.a. By 2012, complete at least 90% of our capital asset projects at original scope and within 110% of the cost baseline., for Post-RCA projects.



Last update:
Dec. 7 2011

Accountability: Ingrid Kolb, MA

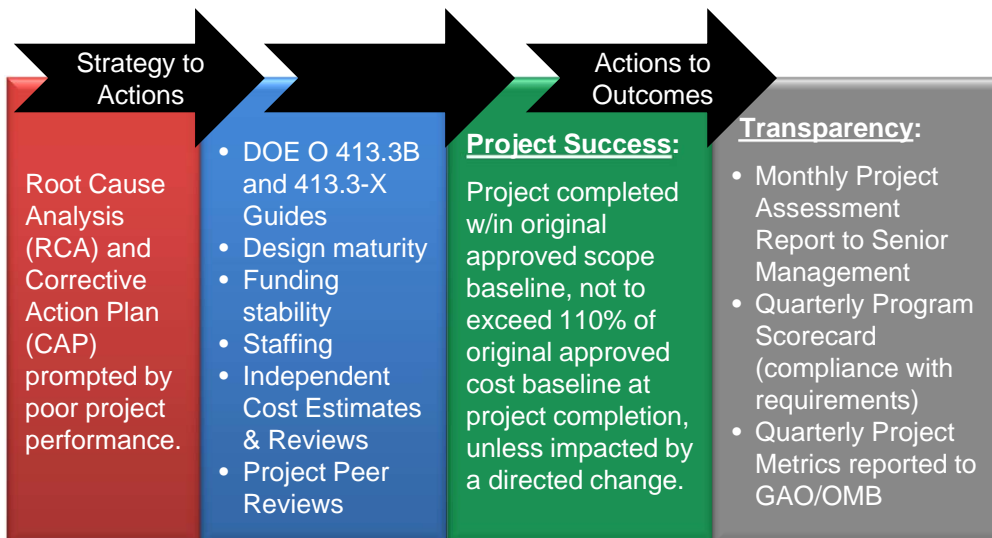
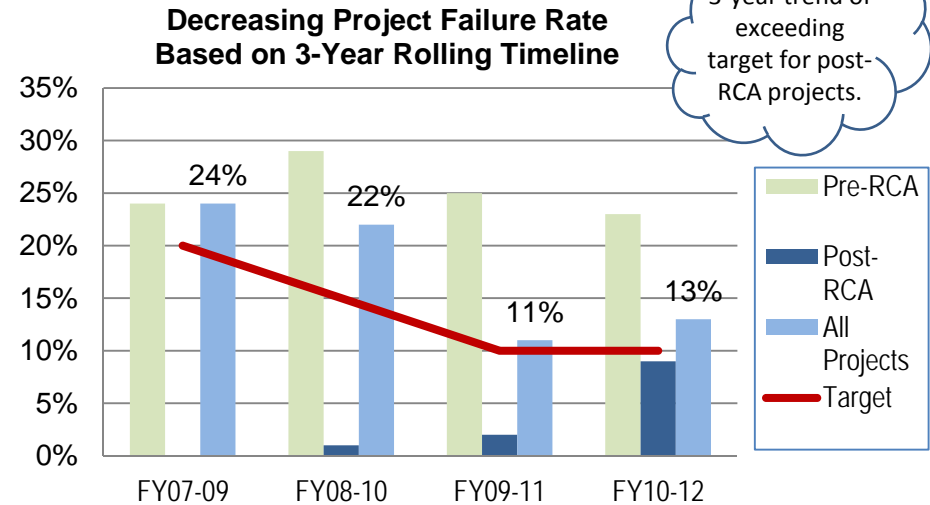
Status:

Y

Goal:

Institute key project reforms (e.g. design maturity and funding stability). Ensure reforms are used on pre-CD-2 projects. Publish performance data. Communicate performance to stakeholders (e.g. GAO).

Capital Asset	FY10 Target	FY10 Actual	FY11 Target	FY11 Actual	FY12 Target	FY12 Proj.
Construction	85%	74%	90%	84%	--	--
Cleanup	70%	100%	80%	94%	--	--
Combined	--	--	--	--	90%	86%
SC	85%	92%	90%	100%	90%	100%
EM (Const)	85%	---	90%	0%	90% combined	81% combined
EM (Cleanup)	70%	100%	80%	94%		
NNSA	85%	65%	90%	75%	90%	79%
Other	85%	0%	90%	83%	90%	100%



Status:

WINS

SC achieved 100% success rate in FY2011 by completing more than 90% of capital asset projects at original scope and within 110% of the cost baseline – a Departmental first.

Projects baselined after the RCA-CAP (Oct 2007) exceeded the project success metric Target in FY2011 by 8%. (Target: 90%, actual 98%)

Use of certified Earned Value Management Systems remain above targets.

NNSA successfully completed 4 projects in FY2011.

EM successfully completed 27 Cleanup projects in FY2011.

32. Measure of Performance – Independent Cost Estimates

1.4.b. Develop independent cost estimates for 100% of major system projects prior to Critical Decision 2 (CD-2).



Accountability: Ingrid Kolb, MA

Last update:
Dec. 5, 2011

Status:

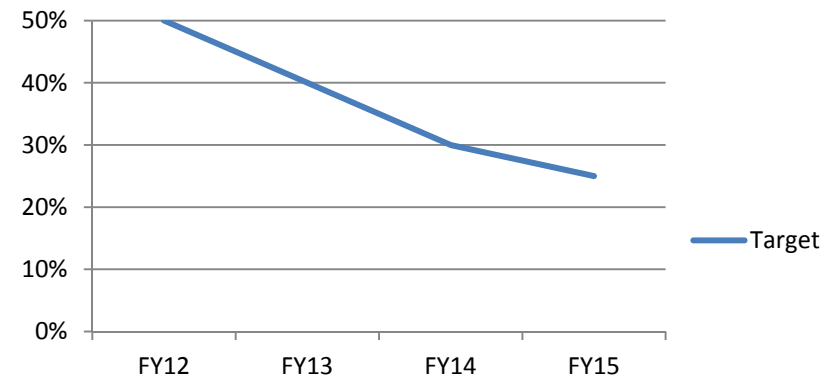


Goal: By FY2015, the Total Project Cost validated at Critical Decision (CD)-2 based on an Independent Cost Estimate will be no more than 25% higher than the top end of the CD-1 cost range.*

Performance:

Strategy/Program	As Is	To Be
Credible	<ul style="list-style-type: none"> Responsibilities of Independent Cost Estimating not clearly defined Repeatable process undefined Lack of credible historical data 	<ul style="list-style-type: none"> Repeatable and defined process for conducting Independent Cost Estimates, available to DOE Enterprise Cost estimating software available Independent Cost Estimates archived in a consistent manner
Well-documented		
Accurate and Comprehensible		

Decreasing Cost Growth from CD-1 to CD-2



1) Target slope starts at 50% in FY12 (current DOE O 413.3B requirement.) and drops to 25% by FY15 to improve the overall quality of DOE cost estimates.

2) Actual results to be reported at end of FY for each project with approved CD-2.

Action Plan:

Action Items	Scheduled	Completed
Ensure OECM Federal staff appropriately credentialed as Certified Cost Engineers	Ongoing	
Develop Standard Operating Procedure for Independent Cost Estimates and Reviews	February 2012	
Complete ICR for Chemistry and Metallurgy Research Building Replacement (CMRR) Project.	April 2012	

Status:

WINS

OECM's Project Management team sufficiently staffed with Certified Cost Engineers to develop cost estimates for capital asset projects

Conducted Independent Cost Review (ICR) for Large Synoptic Survey Telescope (LSST).

Conducted Independent Cost Estimate (ICE) for Uranium Processing Facility (UPF).

* This pertains only to projects with a Total Project Cost of \$100M or more for which the Critical Decision-1 (or revised CD-1) was approved subsequent to the full implementation of DOE O 413.3B (May 29, 2011).

33. Measure of Performance - Contract and Project Management

1.4.c. By 2012, improve contract and financial assistance award management on multi-million dollar projects. (IG Rpt)



Accountability: Ingrid Kolb, MA

Last update:
Dec. 7, 2011

Status: Y **Goal:** To improve contract and financial assistance award management

The Contract and Project Management Improvement Executive Steering Committee (CPMI ESC) is overseeing efforts of six teams formed as a result of the Contract and Project Management Summit of December 2010.

Action Plan:

Action Items	Scheduled	Completed
Continue to deliver "Managing Contract Changes" course.	FY 2012	Ongoing
Develop guidance and policy/procedures to improve acquisition planning and lead times.	Dec 2011	In process
Develop and implement recommendations to facilitate improved coordination between COs and FPDs.	Dec 2011	In process
Prepare letter for S-2 signature establishing Acquisition Executive responsibility to acquire resources for executing projects and Federal Project Director preparing staffing plan.	Dec 2011	In process
Identify a single owner (project champion) at HQ for each project.	Jan 2012	In process
Develop metrics for measuring improvements in contract management	Jan 2012	In process
Develop processes and business rules to update and maintain capital asset project funding profiles in PARS II.	Jan 2012	In process

Status:

WINS
The Project and Contract Alignment, Change Control, and Truing-up Contracts team developed strategies to improve acquisition planning and lead time based on benchmarking NASA practices, which should help streamline the procurement process and reduce acquisition cycle time.
Throughout FY12, the Office of Procurement and Assistance Management is continuing its delivery of the "Managing Change" course to various DOE sites. It is expected to lead to significant improvements in contract management around the Department.
Letter for S-2 has been prepared by CPMI staff and is currently under review. NNSA and EM are implementing new strategies for resolving staffing inadequacy in contract and project management.
Populated PARS II with Integrated Priority List (IPL) funding profiles for associated capital asset projects to assist budget analysis and decision support.

35. Measure of Performance – Cool Roof Technology

1.5.a. Incorporate cool roof technology for all new roofs unless economically infeasible, beginning FY11.



Last update:
Dec. 5, 2011

Accountability: Ingrid Kolb, MA

Status: G

Goal: Incorporate cool roof technology for 100% of new or replacement roofs on Department real property, unless technically or economically infeasible.

Performance:

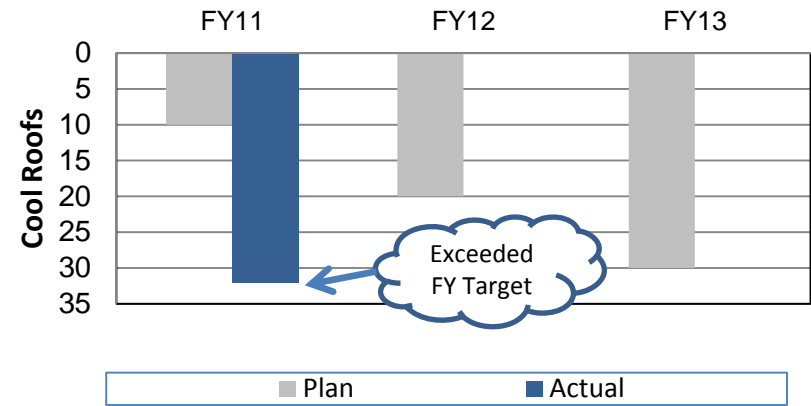
	100% Complete New Cool Roof (by Count)		
	FY11	FY12	FY13
Target – Estimate (Annual)	10	10	10
Target – Cumulative	10	20	30
Actual - Annual	32		
Cumulative Target	32		

Cool Roofs: 701 out of 8571 assets**

Action Plan:

Action Items	Scheduled	Completed
Establish annual update process to receive cool roof FIMS* data update.	Aug 2011	On-going
Forrestal – South Cool Roof Installation	Dec 2011	On-going
Field annual FIMS* Update	Nov 2011	Completed
FIMS* FY 2011 Finalized Snapshot	Dec 2011	

Cool Roofs – Cumulative Quantity



FY Data collected annually Nov 15th and finalized Dec 15th

Solutions:

WINS

For FY11, Cool Roof target was exceeded by 220%

For FY11, NNSA's Roof Asset Management Program (RAMP) is planning to install 680,000 SF of cool roofs. This year's first completed project was a communication building at NNSS. The insulation R-Value was increased by 267% (from R-9 to R-33), and is projected to provide 74% reduction in annual energy use.

- Notes:
- FIMS - Facilities Information Management System.
 - **Based on partial and full roofs -

36. Measure of Performance – Disposition of Excess Real Property

1.5.b. By 2015, achieve a level of 15% of enduring buildings compliant with the High Performance Sustainable Buildings Guiding Principles contained in EO 13423.



Last update:
Dec. 5, 2011

Accountability: Ingrid Kolb, MA

Status: G **Goal:** For FY12, eliminate 1.3M GSF excess real property. Estimated cost savings/avoidance \$2.5M.

Performance:

FY10 Baseline (GSF)**	120.1M	FY12 Disposition Target (GSF)	1.5M
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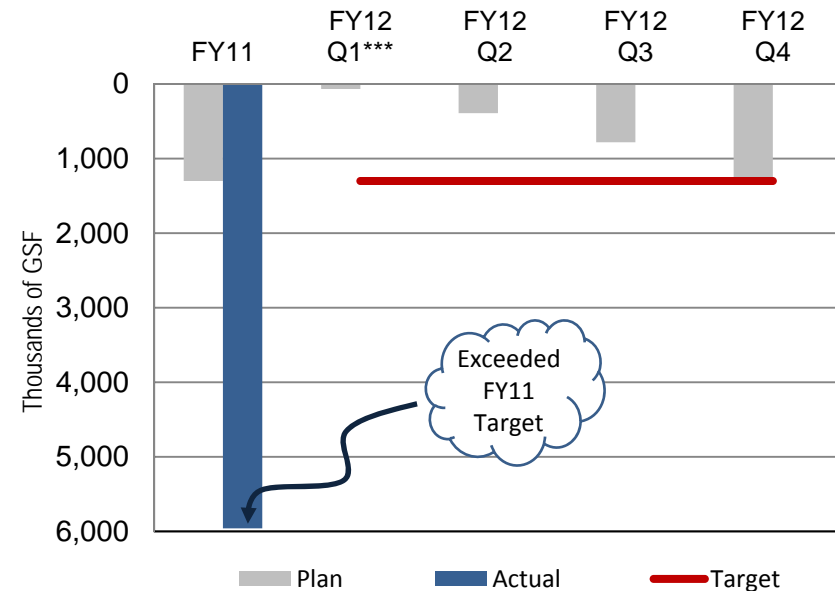
	FY11***	FY12	Actual (GSF)			
			Q1***	Q2	Q3	Q4
Target	1,300,000	1,300,000	75,000	375,000	525,000	975,000
Actual by Qtr			10,544			
Cum. Total	5,958,262+		10,544			
% Completed for Fiscal Year	458%		0.7%			

+ based on a 2400 GSF home, FY11 dispositions = approx. 2483 homes

Action Plan:

Action Items	Scheduled	Completed
Quarterly disposition data upload	Dec 2011	
Quarterly Real Property meeting	Jan 2012	
Download progress from FIMS*	Quarterly	
Ten Year Site Plan submissions	Jun 2012	
Score Program performance	Quarterly	

Disposition – Cumulative GSF



Status:

WINS

Exceeded FY 11 target by over 4.6M GSF, estimated cost avoidance of \$11.3M annually in O&M costs

Early D&D completion of **K33 at Oak Ridge contributed approx. 2.8M GSF**, scheduled completion had been FY12.

Notes:

* FIMS - Facilities Information Management System.

** Based on the FY10 FIMS year-end snapshot.

*** As of December 5, 2011

38. Measure of Performance – DOE-wide Fleet Reduction

1.5.b. By 2015, achieve a level of 15% of enduring buildings compliant with the High Performance Sustainable Buildings Guiding Principles contained in EO 13423.

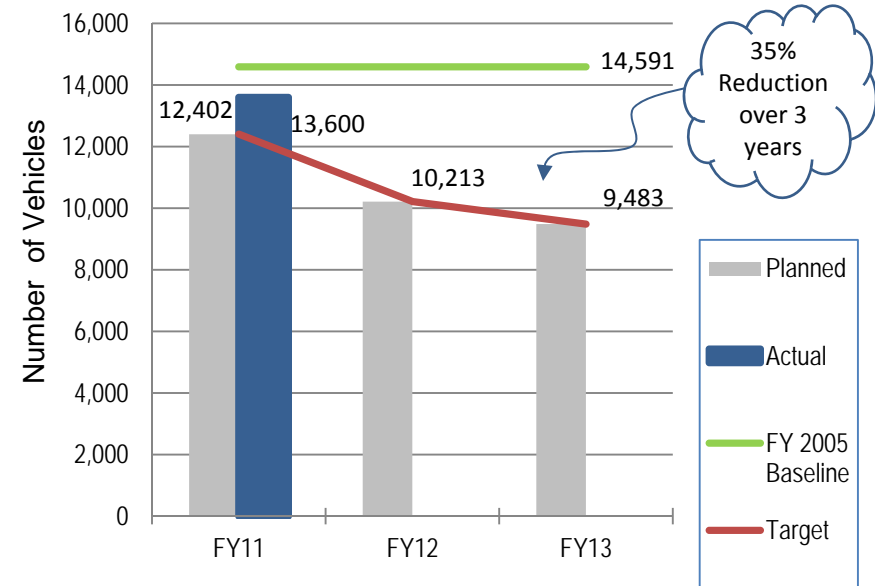


Last update:
Dec. 7, 2011

Accountability: Ingrid Kolb, MA

Status: Y **Goal:** Increase use of alternative fuel vehicles; reduce DOE-wide fleet by 35% within three years.

Performance:	Goal - Vehicle Reduction*			Reductions Achieved in 2011	Vehicle Reduction Commitments FY12	
	FY11	FY12	FY13		1st Qtr	2d Qtr
	FY Target	15%	15%	5%	15%	
Energy	597	597	199	477+		
Science	348	348	116	348 by Dec 11		
PMAs	287	287	96	64++		
NNSA	942	942	314	88		
Other	14	14	6	14		
FY Total	2,188	2,188	731	991		
FY % Reduction	15%	15%	5%	6.8%		
Cumulative Reduction - #	2,188	4,376	5,107			
Cumulative Reduction - %	15%	30%	35%			
	Goal - Cost Savings			Actual - Cost Savings		
	FY11	FY12	FY13	3rd Qtr	4th Qtr	
FY Target**	\$28.3	\$28.3	\$9.4			
Cumulative Total**	\$28.3	\$56.6	\$66			



Action Plan:

Action Items	Scheduled	Completed
Establish FY12 reduction targets for Programs; Targets due to MA December 16, 2011	Jan 2012	
Track progress on quarterly basis. Report to S-1.	Quarterly	

Status:

WINS
Leading by example, the Deputy Secretary is shifting his fleet vehicle to a more fuel efficient car (hybrid).
MA, leading by example, reduced its fleet by 35% in August 2011, more than 2 years ahead of schedule.

* FY 2005 Base: 14,591 vehicles

** Revised target based on FAST data: 2010 Annual Operating Cost (\$8500 per vehicle), Annual Lease Cost, and Annual Acquisition Cost estimates. *Actual totals will vary.*

+ EM-10%, NE-15%, EERE-0%, FE-15%; BNL FY11- 2% + FY 12-10%

++BPA-3.7%; WAPA-.03%; SWPA-0% + requests waiver; SEPA- requests waiver

After Dec 15, 2011, FAST year-end fleet totals becomes available and 'actual' updates will be posted. 2Q thru 4Q FY12, accurate reportable fleet reduction data is as per field fleet management community (PMO POCs, fleet managers), as FAST is year-end data only.