

Report: EM Communications

August 24, 2006

Submitted by: The EMAB Communications Team

Background:

At the March 2006 Environmental Management Advisory Board (EMAB) meeting, the Assistant Secretary for Environmental Management (EM) and his staff unveiled the proposed organization for EM. The purpose of the reorganization is to structure the workforce across the EM complex in a way that could ensure maximum and sustained focus on EM's mission - "to complete the cleanup of the contaminated nuclear weapons manufacturing and testing sites across the United States". After the presentation, EMAB members noted that a separate communications function was not included in the proposed organization, which EM staff acknowledged was a possible, unmet need.

In June, EMAB was asked by the Assistant Secretary to make a recommendation on whether EM should have a communications "role reporting to the Assistant Secretary". In response, EMAB established a Communications Team to review current internal and external communications at EM and to make a report of the Team's recommendations at EMAB's August meeting.

Findings and Observations:

The Communications Team's recommendations are based on discussions held with various departmental officials (see Appendix A), including the Principal Deputy Assistant Secretary for EM, stakeholders, and local and state officials familiar with both the current state of communications at EM and future challenges EM will face. In addition, the Team reviewed existing EM and departmental policy and other documents related to communications and public relations.

The Communications Team agrees that it will be exceedingly difficult to complete EM's mission if plans developed for implementing the mission have not been adequately and effectively communicated both internally to staff as well as externally to stakeholders (including regulators) and other members of the public. In the past, the secret nature of the mission of DOE's nuclear weapons complex may have impeded effective communications with the public. The need for secrecy produced a culture in which keeping the public informed was, at best, considered an afterthought. The general lack of communication often led to the public's mistrust of official announcements, which extended to even the most routine communications. Yet, despite the fact that the mission of the weapons complex has changed from production to cleanup, which, in turn, means the need for secrecy is less, remnants of the culture of secrecy remain.

Creating a new culture that fosters open communications and at the same time, allows EM's program goals to be met, will take a concerted effort and cannot be done without

strong support from the Assistant Secretary. Moreover, the Assistant Secretary cannot rely on temporary, low-level or field staff to coordinate the communication of EM's program goals and achievements. The communications role is just too important to the success of EM's mission and must therefore have high visibility in the Office of the Assistant Secretary.

To assist the Assistant Secretary in making a decision on how to handle communications, the Communications Team would offer the following recommendations:

Recommendation 2006-06: Establish a permanent position to provide the needed communications role in the Office of the Assistant Secretary.

Currently, EM relies on temporary staff or staff with other responsibilities to develop and disseminate EM's message on a specific initiative or respond during a crisis. In the past, the use of temporary or part-time staff has sometimes resulted in miscommunications or garbled messages, leaving stakeholders and others interested in EM's mission with the impression that EM regards its communication of initiatives and responses to issues as unimportant. Moreover, part-time assignments usually mean the individual handling communications lacks training and experience in communications, which, for sensitive issues or issues involving a national audience, may actually hurt EM's ability to meet program goals.

It is possible that EM can avert communications-related problems and even alter the negative image of some stakeholders. But, to do this will require the Assistant Secretary to elevate the stature of communications within his office, which the Communications Team believes can only be done through the creation of a communications position that reports to the Assistant Secretary. This position's responsibility would be to coordinate communications within EM as well as with stakeholders. While the Communications Team recognizes the need to make this position operational as soon as possible and the challenges in getting the position established and filled, the Team believes that the long-term goal should be the creation of a permanent (career) position within the Office of the Assistant Secretary so that this critical function is not lost when administrations or political appointees change.

Once established, the communications position should be responsible for coordinating all aspects of internal and external communications at EM. This should have the immediate effect of conveying the point to headquarters and field staff that communications is important to EM's success.

In addition, the position should be responsible for developing both a strategic plan for communications that is consistent with EM's strategic plan and facilitating the plan's implementation. In addition, EM should develop a Standing Operating Policies and Procedures (SOPP) document for communications functions to reflect EM internal business practices based on DOE Corporate orders/directives by which the organization operates. The SOPP is intended for use as a guideline for performance and reflects how actions are currently performed. The SOPP will also serve as a desktop checklist for

persons performing the communication tasks described and will serve as a guide for individuals newly assigned to a communications task.

Finally, EM should develop a set of templates that are tied to some of the more typical decisions or situations in which communication strategies are desirable. The templates would identify which of the target audiences and other stakeholders need to be notified and who would normally be asked to take the lead in the notifications. From these templates, customized messages could be developed before an announcement is made.

To succeed in the position, the individual hired should have:

- Received training in communications and experience as a communications professional (knows how to develop and disseminate EM's message in different ways, e.g., speeches, web, targeted press releases, newsletters, congressional testimony, stakeholder meetings)
- Exceptional writing skills.
- The ability to explain technical information to a non-technical audience.
- Strategic thinking skills (understands how to relate the message to the strategic plan and develop a comprehensive and cohesive communications strategy from the plan).

The Communications Director position in the Office of Civilian Radioactive Waste Management (OCRWM) could serve as a model for this position. This OCRWM position has received high marks for helping to foster a proactive communication emphasis. A copy of the Position Description for this position is included in Appendix B.

Serious consideration needs to be given to how the communications role will be supported at EM, including how clerical and other staffing requirements will be handled. While no finding is made on this important issue, the Communications Team stands ready to participate in any effort the Assistant Secretary may undertake to determine the most appropriate support mechanism for the role.

Recommendation 2006-07: Incorporate communications into all aspects of decision-making.

Decisions are better when communications are integrated into all aspects of decision-making. The tendency has been to think of communications as the end point on the decision-making spectrum. For example, at times, DOE does not involve Site-Specific Advisory Boards (SSABs) in the planning phase of a proposed action, but instead waits until the implementation phase to begin communicating with stakeholders. This has been very frustrating to SSAB members and other stakeholders. Delaying the point at which stakeholders are involved in the process has also meant that they may feel they have no choice but to become adversaries, even when the proposed action to be taken would not

normally be controversial. The Communications Team believes that early stakeholder involvement and dialogue with DOE significantly increases the likelihood that the decision will be fully implemented.

Recommendation 2006-08: Incorporate a communications element or standard to performance appraisal plans for key managers, especially field managers.

Communications should become part of everyday life at DOE. One way of doing this is to treat communications in the same way as safety - by considering communications the responsibility of all and part of every employee's job.

By most accounts, headquarters communications with the field has improved. Various devices are in place (e.g., Chief Operating Officer Triay's weekly phone call to site managers and development of Portal) to help ensure better communications. However, there is some concern that site managers may not be meeting regularly with staff or otherwise ensuring that staff is aware of events and/or issues important to EM's mission.

Field managers are critical to ensuring the appropriate culture change takes place. This means managers should make every effort to open lines of communications with their own staffs, local governments, and other stakeholders and keep them open. To ensure that managers maintain open communications with local governments and foster a climate that encourages and maintains open communications, consideration should be given to developing performance standards for communications (such as timeliness and quality of communications) for key managers that would be included as part of their performance appraisals. These key managers would be held accountable when the standards are not met. A survey or other tool also may be needed to assess the timeliness and quality of communications in the field.

Recommendation 2006-09: Measure the effectiveness of current communications tools.

In 2004, the Project Plan for Improved Communications at EM was completed (see Appendix C). To help ensure better communication and timely and accurate information is disseminated, the Plan recommended that an Electronic Bulletin Board (called a Portal) be developed. Unfortunately, the Portal has not been widely used since its implementation. To determine why, a survey is being developed and will be circulated to offices in headquarters and the field. The survey should be completed as a way to provide good feedback on what changes may be required.

Another communication tool that may need to be reviewed for its effectiveness is EM's website. Concern was expressed that the website is not kept up-to-date.

Finally, EM should explore linking communication activities with the newly developed EM Integrated Schedule (EMIS), which was developed by the Office of Project Management Oversight based on Principal Deputy Assistant Secretary Anderson's direction. EMIS will contain data from EM sites and HQ, and will cover the period from

now until the end of all known EM scope. Adding communication activities to EMIS will ensure that communications functions are integrated into each site's execution schedule.

Recommendation 2006-10: Ensure that timely and adequate information and responses are provided to local, state and tribal governments. Similarly, ensure timely responses to recommendations from Site-Specific Advisory Boards and other stakeholders.

Intergovernmental communication is critical to EM's success and EM has sometimes been slow in this regard. Local governments are the first responders when there are emergencies and are held responsible for the health, safety, and welfare of the community. Typically, states are primary regulators and have a significant impact on waste management and the broad scope of clean-up decisions. Tribal nations often have treaty rights and/or trust responsibilities that impact EM decision-making and expect to be approached in a government to government relationship. All of these groups believe strongly that when their input is incorporated into DOE's planning early, they can work as partners to help head off problems, identify better and more efficient solutions, detect disconnects between DOE sites and Headquarters, and help frame and communicate messages to key constituencies.

The EM Site-Specific Advisory Boards were established to ensure that EM would be provided with needed public participation on federal facility environmental restoration decision-making and priority-setting issues. The local site Boards consist of a cross-section of citizens living near DOE sites, who work hard to provide EM with independent policy and technical advice on specific issues. DOE responses to local Boards differ from site to site. EM has been slow to respond to some Board recommendations. Slow responses are frustrating to all involved and reinforce a feeling that EM is unresponsive to public input and/or considers public input unimportant.

Appendix A: Synopses of EMAB Conversations with DOE Staff

Jim Fiore, Deputy Assistant Secretary, Human Capital & Business Services - Interviewed by Jennifer Salisbury

The Project Plan for Improved Communications has been implemented. Assistant Secretary Rispoli is committed to ensuring the recommendations in the Plan have been implemented (e.g., weekly reports, Rispoli messages). Fiore believes internal communications to the field and within headquarters has dramatically improved under Rispoli's leadership. In the past, communications was probably considered one of the top three problems at EM. Fiore doubts it ranks in the top five and more likely ranks seven or eight on the list of problems.

Fiore believes the Portal could be a powerful tool, but that not enough manpower has been devoted to getting it functioning well. No one in the organization has been willing to commit sufficient resources to fix the problem. In Fiore's view, it is not Bill Levitan's job to take technical documents and put them on the Portal. However, he applauds the effort underway to assess the problem and address the mechanics. Fiore also believes that the Portal would be used more if Mr. Rispoli were more proactive about its use.

Bill Levitan, Executive Officer – Interviewed by Jennifer Salisbury, Tom Winston, Lorraine Anderson

Levitan offered the following: DOE Corporate has discontinued providing Program Offices with the daily national new clips. These clips were circulated to all HQ's staff every morning. Levitan suggested you might recommend that each site send their local news clips to headquarters every day (Savannah River already does this), so this source of communication is maintained. Of course, a point-of-contact would have to be established at each end. Need suggestion on what EM Office should support the Communications Officer. The Communications Officer would reside in the front office.

Megan Barnett, Deputy Press Secretary, Office of Public Affairs – Interviewed by Jennifer Salisbury

Barnett believes EM could be providing more guidance to staff in the field on how to handle media issues. Field staff do not necessarily know who to call and do not always know that Barnett's office is available to help. To solve this problem, Barnett believes it would be helpful to hire a staff person with a trained eye who would be responsible for coordinating communications within EM. This person would also be responsible for coordinating with Public Affairs as well as generating ways in which to get EM's message out. For example, when Mr. Rispoli delivers a closed press speech, it may be appropriate to release his prepared remarks to the press, but this currently is not done. As Public Affairs is not always brought in on discussions of strategy and therefore may not be used to help craft an appropriate message, Barnett also recommends that the communications role have an external coordination responsibility.

Barnett believes that the Office of Policy and International Affairs is handling communications well. That office is in constant contact with Public Affairs. The staff handling communications is very effective (always on message, coordinates well, understands communications needs). She recommends that EM hire someone who is trained in communications and has good writing skills.

Craig Stevens, Acting Director, Office of Public Affairs - Interviewed by Tom Winston

Mr. Stevens is currently the Acting Director of the Office of Public Affairs, taking the place of Anne Womack Kolton. Mr. Stevens offered the following observations.

Within EM, the further up the chain, the better the communication. Jim Rispoli and Charlie Anderson do a good job. The “trickle down” after that is sometimes lacking. He is not certain why that is the case. He is supportive of an effort to improve this area within EM. He has observed that there can be pride of authorship that causes some in EM to think their communication approach is the best, but since they are not communication professionals they have a hard time embracing the “people speak” that is needed to effectively communicate.

He has experienced some difficulty getting information from the sites/field. They often send their information through their professional HQ office, but that takes time. EM has so little good news (based on the mission) that they can’t afford to miss an opportunity to be proactive. Public Affairs is good at one thing – communication – but they need people to use them and work with them.

The DOE office that he believes works most effectively in the communication arena is the Yucca Mountain Project Office. They are disciplined, recognize there should be an organized plan and work hand in hand with his office. They have a Communications Director who is paid for by the Yucca Mountain Project Office, but works closely with his office (dotted line responsibility to Public Affairs). They work out succinct, accurate talking points to all major communication needs.

Allen Benson, Director, Office of External Affairs, Office of Civilian Radioactive Waste Management (OCRWM) - Interviewed by Tom Winston

Mr. Benson described the following OCRWM initiatives that he thought might be helpful to the committee:

- 1.) OCRWM operates a consistency in communications (CIC) program which requires staff to submit presentations to an automated database. This database is accessible by a review team composed of subject matter experts (SMEs). The SMEs access the database (CIC team members are notified automatically via Lotus Notes email that a presentation has been submitted) and review the material for policy and technical accuracy. Reviewers are informed who is giving the presentation, to what audience and a due date.

2.) OCRWM has implemented DOE Order 1340.1b, (Public Release Review) for technical papers through an OCRWM procedure. The procedure requires submittal of technical papers to a review team for policy, patent and classification review as required by the DOE order. This procedure has effectively ensured that these papers (written by DOE, contractors and the labs) are consistent with established policy.

Bill Greene, Communications Director, Office of Civilian Radioactive Waste Management (OCRWM) – Interviewed by Tom Winston

Mr. Greene reported that he believes his position has enhanced and helped to focus emphasis on effective and proactive communication within his area of DOE. He noted the close relationship that he believes he has with other portions of the Department such as Public Affairs and others involved in congressional relations. He sees no reason why a similar approach and position would not be effective within EM. He pointed out that he is a “political” appointee with experience at the White House which he believes has been an asset. He also underscored the importance of communication professionals in making this work.

Appendix B: OCRWM Communications Position Description

Communications Director, GS-301-15

Introduction:

This position is located in the immediate Office of the Director, Office of Civilian Radioactive Waste Management (OCRWM). The incumbent develops, reviews, and/or coordinates materials relating to the OCRWM Program for release to external organizations, including the public and press. Close coordination with the Office of the Secretary, the Office of Public Affairs, and the Office of Congressional and Intergovernmental Affairs is required.

Duties and Responsibilities:

1. Participates in the evaluation of policy options and strategies relating to the Civilian Radioactive Waste Management Program. Oversees the flow of paper to the Director, OCRWM, and handles projects and assignments based on awareness of matters pending with the Director, OCRWM, and his/her priorities.
2. Serves as a liaison with members of Congress and Congressional staff on behalf of the Civilian Radioactive Waste Management Program. Keeps abreast of legislation/issues pending and/or being discussed in Congress and informs the Director, OCRWM and her senior staff. Identifies issues that may potentially impact the mission of the Program and provides recommendations to the Director as to potential resolutions to these issues. As required, represents the Director, OCRWM, in contacts with White House staff and Congress. Attends Hearings before the House and Senate Committees with the Director, OCRWM providing assistance and information required. Reviews Congressional testimony to be given by the OCRWM Director. Develops and/or reviews responses to Questions posed by Congressional staff.
3. Reviews legislation, regulations, opinions, and substantive pronouncements with implications for the Office. Confers on policy, communication, and legislative matters with senior department officials and other senior level officials. This information may be used in meetings, speeches, correspondence and reports.
4. As a result of frequent contact with officials within OCRWM, other DOE organizations, and industry, develops and implements procedures necessary to ensure that senior OCRWM officials and/or other DOE officials are aware of the Congressional and public information implications of the OCRWM Program. This involves maintaining detailed day-to-day knowledge of all phases of the program and its impact on national and international policy. Incumbent is expected to exercise extreme discretion and tact and is expected to develop good working relationships with senior management officials to assist them through a variety of formal and informal avenues by advising,

commenting, preparing written materials, chairing or arranging meetings with relevant individuals both within and outside OCRWM.. Incumbent is expected to draw on a variety of resources and experiences to accomplish tasks.

5. Represents the Director, OCRWM, in contacts with the White House staff, the Congress, other departments and agencies on matters referred to the Director, OCRWM, personally and over which the Director, OCRWM, has retained personal supervision. The incumbent also serves in a liaison capacity between Headquarters and the Yucca Mountain Project, providing responses to quick turnaround actions and ensuring that documents, correspondence, communication plans/issues, etc. adequately reflect the Administration's views.

6. Writes, edits, and reviews news releases, fact sheets, and statements which must clearly reflect the substance and the impact of programs and policies of the OCRWM Program. Obtains necessary concurrence and clearances. Negotiates appropriate wording and resolves problems, recommending changes. Serves as a liaison with the Office of Public Affairs on all documents that are to be released to the news media.

7. Develops communication plans by considering such items as specific topics or aspects to emphasize, the most effective media to use in communicating with intended audiences, the kind of information various groups want or need, etc. Recommends, to the Director, OCRWM, courses of action regarding communications with external groups, including State and local governments, other Federal agencies, stakeholders, and the general public.

8. Reviews and evaluates OCRWM information policy and program issues which are highly visible and politically sensitive. Based on these reviews and evaluations, recommends issues that the OCRWM Director may need to address with the Secretary, Deputy Secretary, or Under Secretary of Energy. Develops and fully coordinates information packages to be forwarded to the Office of the Secretary for review and/or approval.

9. Participates in the preparation of speeches for the Director, OCRWM. Ensures speeches incorporate OCRWM and the Administration's policies and views. Participates in developing briefings for presentation to internal and external organizations. Coordinates briefing materials with appropriate OCRWM organizations.

10. Establishes and maintains effective working relationships with the Office of the Secretary, Office of Public Affairs, State and local governments of Nevada, and other internal and external organizations throughout the Federal Government and private sector.

11. Reviews on behalf of the Director, OCRWM, recommendations relating to confidential or policy sensitive matters, specifically those dealing with communication issues, referred for the consideration of the Director, OCRWM.

Performs other related duties as assigned.

Supervisory Controls:

Reports to the Director, OCRWM, who exercises very general supervision over the incumbent's work. The incumbent independently plans the work to be performed, identifies problems on which to concentrate and allocates available resources within broad policies and instructions from the Director, OCRWM. Identified goals and difficulties that require higher or different levels of attention or warrant legislative remedy. Decisions made by the incumbent typically have long range significance since the effectiveness and the technology and procedures developed for the disposal of nuclear wastes touch upon the welfare of the general populace.

Appendix C: Project Plan for Improved Communications

I. Outcome/Goal:

Develop a plan for improved communication for the Office of Environmental Management (EM), obtain approval of the plan, and begin implementation of the improved communication system.

II. Background:

EM has major program responsibilities throughout the Department of Energy (DOE) Complex with each individual program and Field Site having a wide-range of responsibilities and a vast number of stakeholders and regulators. Better communication of key policies, decisions, and guidance in a timely and consistent manner to middle management and staff at Headquarters (HQ) and in the Field would greatly improve mission completion. Similarly, improvements in sharing vital Field information with HQ management and staff would result in the development of more effective policies, guidance, and decision. Relations with stakeholders and regulators would greatly improve along with these efforts.

Despite the past 2+ years' outstanding record associated with acceleration of the cleanup and closure efforts, it is recognized that improved communications throughout the Office of Environmental Management would make possible even more success. It was announced at the June 2004 EM Leadership Team Meeting in Denver, that an improved communications system would be developed and implemented. The key to more effective communications is a system with multiple venues and feedback loops, a plan to communicate key mission and transition information, and establishment of an owner for internal communications across the complex.

III. Approach:

A Communications Team was established in Denver that is comprised of Jim Fiore (Team Leader), Mary Johnson, Dennis Ashworth, and Mell Roy. After meeting in Denver, the team held a series of conference calls and established three tasks.

- Identify the types of information that needs to be communicated more effectively to improve mission performance
- Identify and analyze existing information management tools to determine the best way to facilitate communication
- Prepare a communication plan that describes the "what, when, who, and how" aspects necessary to improve communication and thus performance of mission tasks.

IV. Information to be Communicated More Effectively:

The Communications Team determined that information needs fall roughly into two categories:

- Technical Communications
 - Work status
 - Budget development and execution
 - Strategies
 - Headquarters decisions
 - Ongoing negotiations/discussions with regulators and stakeholders
 - Field issues
 - Inter-site coordination

- Administrative Communications
 - Human capital (e.g., management reassignments, pending reorganizations, staffing ceilings, competitive sourcing)
 - Funding shifts
 - Major contract initiatives

See Appendix A for a detailed list

V. Ways to Communicate Better:

Improved communication would be facilitated by changing the following major areas:

More communication between EM-1 and staff

- Bi-weekly "Golan Grams" to highlight ongoing and recently completed initiatives, accomplishments, and potential areas of concern. A major focus area should be personnel-related issues (e.g. A-76 and reassignments).
- Opportunities to submit Questions to top management with Answers provided in a timely and consistent manner
- Routinely scheduled "Town Hall Meetings" and smaller meetings (e.g. at Office Director level)
- Ongoing and collaborative partnership with Labor Unions
- Multiple feedback loops to ensure the right information is being communicated

Increased presence of leadership team below Deputy Assistant Secretary (DAS) level and other key staff at important program meetings, such as

- Major Field review meetings (e.g. budget and project reviews) currently attended by EM-1 and Deputy Assistant Secretaries (DASs). Add Office Directors (ODs) and other key staff as observers

- Quarterly Field Managers' Meetings currently attended by EM-1, DASs, and Field Managers. Add ODs and Assistant Managers for Environmental Management or equivalent

Use of the Bulletin Board to accelerate information flow

- Better communication of meeting discussions, results, and decisions
- Electronic Bulletin Board for timely and accurate information
 - Results of recurring meetings/events (e.g. EM Senior Staff Meetings, Field Managers Meetings and 30-60-90 Day Report)
 - Testimony
 - Press releases
 - Upcoming events
 - Proposed and final changes in policies, guidelines, and procedures
- Detailed Weekly Reports for EM Headquarters and Field Sites

VI. Roles and Responsibilities:

The management and staff of the Office of the Chief Operating Officer (EM-3) ensure the flow of field documents into Headquarters. The EM Headquarters Communication Officer will identify documents to be put on Bulletin Board. Responsibility for communicating human capital information would reside with the Office of Strategic Imperatives under the Deputy Assistant Secretary for Performance Intelligence & Improvement. The Office of Engineering will be responsible for developing the information management website in conjunction with the Department's Office of the Chief Information Officer (CIO). Feedback loops to improve the Communications Plan as well as website updates will be the responsibility of EM-3.

VII. Resource Needs:

The Office of Engineering is currently working with the CIO to design the EM Communications Website and populate it with appropriate documents and related information. The proposed path forward is to make this information available only to EM federal employees at Headquarters and in the Field on a secure password-protected website.

Ongoing resource needs are approximately 1.5 to 2 FTE for development, training, and ongoing support. Monthly administrative and training support would amount to about \$10k per month for the foreseeable future. Cyber-security support would be provided by the Office of Security with a cost estimate to be provided.

VIII. Implementation Steps:

<u>Action Item</u>	<u>Responsible Office</u>	<u>Completion Date</u>
Informal demonstration of	EM-22/CIO	Sept. 23

Bulletin Board

Initial Startup of Bulletin Board	EM-22/CIO	October 1
Complete Collection of key documents	EM-22/CIO	October 15
Transition from Communications Team to Communications Officer	EM-22/ Communications Officer	November 1

Routine Operations

Frequency

Communications Officer reviews key incoming/outgoing correspondence for inclusion on Bulletin Board

Weekly

EM-30 provide Field Monthly Reports

Monthly

EM-40 provides updates on human capital

Weekly

EM-3 provides safety/security updates and other information from the Field

Weekly

Appendix D: Detailed List of Information Needs

Programmatic:

- Correspondence containing policy or major decisions
- EM Weekly Reports to the Secretary
- 30/60/90 Day Report
- Field Weekly Reports
- Change Control Board Meeting Minutes
- Quality Progress Reviews (see Gold Charts)
- Monthly Performance Reports
- Safety Information
- Key Accomplishments and Issues for EM Sites Each Month
- Closure Planning Guidance Document (including summary of evaluations and reports)
- Status of Key Procurements
- Technology Development Successes
- Legislative Initiatives and Congressional Actions
- EM NEPA Policy and Status of NEPA Documents
- Public Participation and Community Relations Policy
- Risk-Based End States Policy and Guidance
- Top-To-Bottom Review Status Report
- Corporate Project Team Recommendations and Status

General:

- Senior Management moves (in process and completed)
- Consolidated Business Center Status/Strategy
- A-76 Status
- Changes in Current and Proposed HQ Staffing Ceilings (including explanation) and on-board levels
- EM Phone Lists
- EM Organization Charts
- Roles and Responsibilities Within Reorganized EM
- Transfer of Current Functions Outside of EM
 - Long-Term Stewardship
 - Spent Nuclear Fuel
 - Cleanup Responsibility to NNSA
- Headquarters Union/Management Bargaining Agreement
- Weapons Complex Monitor
- Individual Development Plan (IDP) form
- Flexiplace Application