



U.S. DEPARTMENT OF **ENERGY**

Journey to Excellence Roadmap Goal 7

*Achieve Excellence in Management and Leadership,
Making EM One of the Best Places to Work in the Federal Government*

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EM *Environmental Management*

safety ♦ performance ♦ cleanup ♦ closure

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EM Journey to Excellence Roadmap Goal 7



Goal Champions:

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EM Journey to Excellence Roadmap Goal 7

Achieve Excellence in Management and Leadership, Making EM One of the Best Places to Work in the Federal Government

Metric 7.1: Developing and Implementing a Continuous Improvement Program by March 31, 2011, and Measuring Performance Through Monthly Reviews.

Metric 7.2: Implementing 75% of Recommendations of the Employee Viewpoint Survey (EVS) Working Group and Soliciting Feedback by September 1, 2011.

Metric 7.3: Conducting Benchmarking with Best-in-Class Agencies by 3rd Quarter FY 2011, and Performing a Gap Analysis, and Developing Recommended Actions to Close Gaps by September 1, 2011.



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EM Journey to Excellence Goal 7 Status

FY 2011 Metrics	Actions	Status
7.1 Continuous Improvement Program	Continuous Improvement Program Developed	Completed
	Assessment/Self Assessment Program Developed	Ongoing
	EM Strategic Goals Monitored	Ongoing
7.2 Implementing EVS Working Group Recommendations	EVS/360 Assessment Results Analysis	Completed
	EVS HQ Working Group Reconstituted	Completed
	EVS Short-Term Action Plan Developed	Completed
	EVS Short-Term Actions Implemented	Ongoing
	EVS Long-Term Actions Plan Developed	Ongoing
7.3 Benchmarking of Organizations	Benchmarking Organizations Selection and Teams Formed (NRC, NASA, CBFO, CBC, RL, LM)	Completed
	Organizations Benchmarked	Completed
	Benchmarking Summary Report and Gap Analysis	Completed



EVS and 360 Assessment Analysis (Metric 7.2)

Lowest Scoring Areas 2008 – 2010:

- **Strategic Management** (Recruitment, Sufficient Resources)
- **Effective Leadership** (Motivation, Empowerment ,Creativity/Innovation, Managing Conflict)
- **Performance-Based Rewards/Advancement** (Awards, Progress Reviews and Feedback)
- **Training and Development** (Career Development, Succession Planning)



Goal 7: Status on EVS Plan Short-Term Actions

Organization	Strategic Management Program Improvement: Need for increased transparency, effective management of tasks, enhanced communication efforts, current portal data, business services coordination, and specific missions support.			
HQ	<ul style="list-style-type: none"> To increase participation in the FY11 EVS , develop a Communications Plan 	<ul style="list-style-type: none"> Integrate JTE vision, mission, and goals statements in all meetings 	<ul style="list-style-type: none"> Conduct a customized survey for identifying areas of communications that hold EM from peak performance 	
CBC	<ul style="list-style-type: none"> Improve employee empowerment and creativity 	<ul style="list-style-type: none"> Improve timeliness of responses to customer 		
SRS	<ul style="list-style-type: none"> Implement Cultural Growth Task Force to assist in achieving excellence in management and leadership. 			
CBFO	<ul style="list-style-type: none"> Each employee designates an alternate or backup to cover his/her activities when leave is taken. 			
PPPO	<ul style="list-style-type: none"> Communicate with staff on how results from EVS survey will improve satisfaction levels in areas of weakness 	<ul style="list-style-type: none"> Assess workload and make adjustments to realign resources to improve workload issues 		
RL/ORP	<ul style="list-style-type: none"> Establish Employee Continuous Improvement Counsel . 	<ul style="list-style-type: none"> Conduct EVS & Follow-up Surveys. 		



Goal 7: Status on EVS Plan Short-Term Actions

Organization	Effective Leadership: Need for increased transparency, effective management of tasks, enhanced communication efforts, current portal data, business services coordination, and specific missions support.			
HQ	<ul style="list-style-type: none"> Show Dan Pink video on employee motivation to managers and staff 	<ul style="list-style-type: none"> "Management by Walking Around" 	<ul style="list-style-type: none"> Practice professional verbal communications at all times 	<ul style="list-style-type: none"> Frequent and sincere appreciation of employees
CBC	<ul style="list-style-type: none"> Make the EMCBC a better place to work using the EVS results 	<ul style="list-style-type: none"> Improve employees' confidence in their supervisors 		
SRS	<ul style="list-style-type: none"> Improve communication (e.g., bi-monthly manager's roundtable; manager's birthday greetings; Moody's Minutes; "Meet & Greet" with new employees) 	<ul style="list-style-type: none"> Managers conduct teambuilding activities to improve morale 		
CBFO	<ul style="list-style-type: none"> Frequent and sincere appreciation of employees 	<ul style="list-style-type: none"> "Management by Walking Around" 	<ul style="list-style-type: none"> Managers hold Team Building training session(s) 	
PPPO	<ul style="list-style-type: none"> Conduct PPPO team building sessions 	<ul style="list-style-type: none"> Provide multi-media training to staff on personal development topics 		
RL/ORP	<ul style="list-style-type: none"> Update RL Succession Plan for FY2011 	<ul style="list-style-type: none"> Incorporate supervisory training needs in FY2011 Training Plan 		



Goal 7: Status on EVS Plan Short-Term Actions

Organization	Performance-Based Rewards/Advancement: Need for consistent Performance assessment analysis, hiring transparency, career succession paths and enhanced employee training and development.			
HQ	<ul style="list-style-type: none"> Encourage employees to recognize other employees or peers through awards and recognition. 			
CBC	<ul style="list-style-type: none"> Effectively recognize differences in employee performance 	<ul style="list-style-type: none"> Improve effectiveness of dealing with poor performing employees 	<ul style="list-style-type: none"> Improve employee motivation and commitment 	
SRS	<ul style="list-style-type: none"> Train supervisors on how to establish measureable, results-oriented performance standards/expectations and provide effective performance feedback 	<ul style="list-style-type: none"> Provide sincere and prompt employee recognition, including use of Encouragement Cards and SR Coins 		
CBFO	<ul style="list-style-type: none"> Encourage employees to recognize other employees or peers through awards and recognition. 	<ul style="list-style-type: none"> Develop policy and framework to assist managers in dealing with poor performers 		
PPPO	<ul style="list-style-type: none"> Improve ability to recruit people with the right skills; reward and recognize performance 			
RL/ORP	<ul style="list-style-type: none"> Improve cost effective use of the award and recognition process 			



Goal 7: Status on EVS Plan Short-Term Actions

Organization	Training and Development Activities: Need for Supervisor support for employee career advancement and training, continues empowerment, and effective mentoring opportunities.		
HQ	<ul style="list-style-type: none"> Implement concept of 1 Week Secretarial/ Administrative rotations within EM HQ 	<ul style="list-style-type: none"> Conduct X-Team Training for EM HQ staff 	
CBC	<ul style="list-style-type: none"> Improve employee opportunities to get a better job at EMCBC 	<ul style="list-style-type: none"> Improve understanding and effectiveness of EEO Programs 	
SRS	<ul style="list-style-type: none"> Provide formal training to improve business communication (e.g., formal e-mail training for all employees) 	<ul style="list-style-type: none"> Improve employee knowledge of available SR-wide technology and software (e.g., communicating "Tech Tips" in all-hands and other meetings; establishing "SR Geek Squad") 	
CBFO	<ul style="list-style-type: none"> Improve CBFO Mentoring Program 	<ul style="list-style-type: none"> Establish/ Implement Learning Sessions Series 	
PPPO	<ul style="list-style-type: none"> Provide enhanced training and development 		
RL/ORP	<ul style="list-style-type: none"> Develop/implement training plan to address key weaknesses in FY2010 training needs assessment 	<ul style="list-style-type: none"> Improve supervisors performance management with more training 	<ul style="list-style-type: none"> Improve employees understanding of performance management



Goal 7: Status on EVS Plan Short-Term Actions

Organization	Family Friendly Culture and Benefits: Promote and provide telework opportunities and acceptance.			
HQ	<ul style="list-style-type: none"> ● Increase Telework participation (S- and L-Term Action) 			
CBC	<ul style="list-style-type: none"> ● Improve Telework and Alternative Work Schedule programs. 			
SRS	<ul style="list-style-type: none"> ● Increase Telework participation. 			
CBFO	<ul style="list-style-type: none"> ● Encourage more Telework and Flexiplace (S & L Term) 			
PPPO	<ul style="list-style-type: none"> ● Improve satisfaction level and communicate successes with employees regarding Telework 			
RL/ORP	<ul style="list-style-type: none"> ● Measure use of Flexiplace. 	<ul style="list-style-type: none"> ● Expand use and effectiveness of Telework 		



Goal 7: What's Next?

- Implement Short-term EVS Actions by September 30, 2011.
- Develop Long-Term EVS Action Plan for FY 2012.
- Develop Goal 7 FY 2012 Performance Agreement Key Indicators.
- Continued Commitment by Managers to Keep Effort Meaningful.



Goal 7: What's Next for FY 2012?

FY 2011 Performance Agreement Key Indicators	FY 2012 Performance Agreement Key Indicators (Draft)
7.1: Developing and implementing a Continuous Improvement Program.	7.1: Implement/Complete EVS Plan Long-Term Actions.
7.2: Implementing 75% of the EVS Working Group Recommendations.	7.2: Meet Sustainability Goals: Metering; Fleet Utilization; High Performance Sustainability Buildings.
7.3: Conducting Benchmarking with Best-in-Class Agencies.	7.3: Support DOE Workforce Reshaping Initiative.
	7.4: Support DOE Human Capital Strategic Programs Initiative (EM Best Practices Dissemination).

