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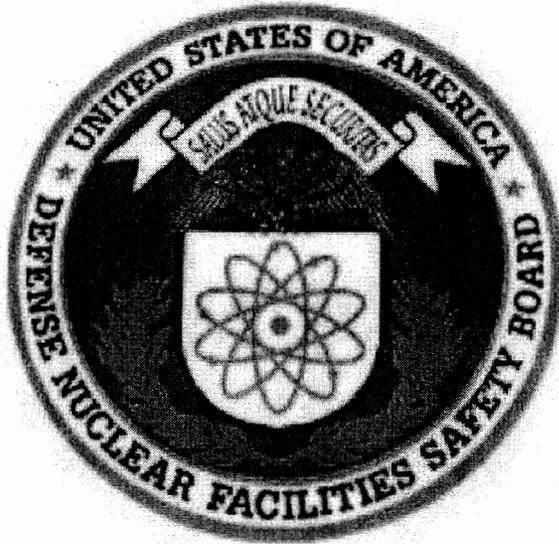
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## **Defense Nuclear Facilities Safety Board**

**Workforce Assessment and Analysis Final Report**

**November 19, 2012**

## 1. Introduction

The Defense Nuclear Facilities Safety Board (Board), an independent executive branch agency, is charged under its enabling statute with providing technical safety oversight of the DOE's defense nuclear facilities and activities in order to protect the health and safety of the public and workers. The Board is composed of five respected experts in the field of nuclear safety with demonstrated competence and knowledge relevant to its independent investigative and oversight functions.

The Congress established the Board in September 1988 in response to growing concerns about the level of health and safety protection that DOE was providing the public and workers at defense nuclear facilities. In so doing, Congress sought to provide the general public with added assurance that DOE's defense nuclear facilities are being safely designed, constructed, operated, and decommissioned. The Board commenced operations in October 1989 with the Senate confirmation of the first five Board Members.

The Board's staff organized into three Offices: Office of the Technical Director (OTD), Office of the General Counsel (OGC), and Office of the General Manager (OGM). All but eleven of the Board's 120 federal positions are located at its headquarters facility in Washington, D.C. Non-headquartered positions are located at various DOE sites in the continental United States and are assigned to the Office of the Technical Director. Site representatives are administratively supported from the headquarters.

## Appendix A. Glossary of Terms

### **Accountability measures**

Well-defined, observable and measurable behaviors that indicate whether responsibility and ownership expectations are being met.

### **Knowledge management**

The systematic or structured capture, storage, and transfer of institutional knowledge, processes, skills and expertise for future users.

### **Line-of-sight**

A line of governance along which leadership has a clear view of how resources are being deployed and used.

### **Matrix structure**

The design of organizational (people) resources for deployment across a range of complex or interdisciplinary problem areas.

### **Management standards**

Clearly defined governance and process expectations (often relating to chain of command, bottom-up communication, workload allocation, and resource sharing) regardless of individual leadership preferences.

### **Organizational alignment**

The degree to which an organization is designed to optimally meet its mission goals and work requirements.

### **Standard Operating Procedures (SOPs)**

Written documents or instructions that detail the required or relevant activities and steps of a process (including quality control measures, institutional best practices, etc).

### **Workload distribution**

A process and an outcome by which work is evenly allocated among employees in a fair manner (including balancing costs associated with time to learn and time to complete activities, establishing rules for work assignments, and ensuring that all employees understand their unique roles on a given task).

## **B-1. The Board's Enabling Legislation<sup>1</sup> and History**

The Board is a relatively young agency within the Federal government. The Department of Energy, created under the Carter Administration, restructured the distribution of government resource and energies projects. Within a matter of years during the Cold War era, the need to formalize independent oversight of nuclear facilities was apparent and the Board has since been performing that function for over 25 years.

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<sup>1</sup> Major Legislation: ENABLING STATUTE OF THE DEFENSE NUCLEAR FACILITIES SAFETY BOARD 42 U.S.C. § 2286 et seq.; NATIONAL DEFENSE AUTHORIZATION ACT, FISCAL YEAR 1989 -2009; FEDERAL REPORTS ELIMINATION ACT OF 1998 (Pub. L. No. 105-362, November 10, 1998); ENERGY POLICY ACT OF 1992 (Pub. L. No. 102-486, October 24, 1992),

#### **B-4. Board Federal Employee Viewpoint Survey (FEVS) Results**

Conducted annually by the Office of Personnel Management (OPM), the Annual Employee Viewpoint Survey (previously FHCS, now FEVS) is designed to measure employee satisfaction and engagement. Satisfaction data is historically unreliable. However, the size of the Federal workforce helps flatten FEVS trends to show more accurate snapshots about the state of the workforce in a given year and there are certain items in the FEVS that have been validated, correlating to employee satisfaction. The Board participated in *The Best Places to Work in the Federal Government* rankings last year, placing 2<sup>nd</sup> among 35 small agencies with its satisfaction score.

## The Defense Nuclear Facilities Safety Board's (Board) safety and oversight mission is significant

### Background:

- ▶ The Board, an independent executive branch agency, is charged under its enabling statute with providing technical safety oversight of the DOE's defense nuclear facilities and activities in order to protect the health and safety of the public and workers. The Board is composed of five politically appointed experts in the field of nuclear safety with demonstrated competence and knowledge relevant to its independent investigative and oversight functions
- ▶ The Board's staff is organized into three Offices: Office of the Technical Director (OTD), Office of the General Counsel (OGC), and Office of the General Manager (OGM). All but 11 of the Board's 120 federal positions are located at its headquarters facility in Washington, D.C. The other 11 positions are located at various DOE sites in the continental United States and are assigned to the Office of the Technical Director. These site representatives are administratively supported from the headquarters



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- ▶ **Accountability measures:** Well-defined, observable and measurable behaviors that indicate whether responsibility and ownership expectations are being met
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