



Department of Energy
Washington, DC 20585

November 13, 2019

Mr. William (Ike) White
Senior Advisor to the Undersecretary of Science
Office of Environmental Management
U.S. Department of Energy
1000 Independence Avenue, SW
Washington, DC 20585

RE: Charge to EMAB – Assessment of Human Resources to Implement the End State Contracting Approach

Dear Mr. White,

On behalf of the Department of Energy's (DOE) Environmental Management Advisory Board (EMAB), we are pleased to forward recommendations implementation of End-State contracting to include organizational structure, HQ and Field Office alignment and resource and capabilities gaps to successfully implement this new contracting approach.

Considering all the information gathered, it is the view of the EMAB that for End State Contracting to be successful, it is essential for EM senior leadership to reaffirm its commitment to the End State Contracting approach to all parties (federal, contractor, regulator, stakeholders). Based on our review, focus and priority should be placed on the planning, communication and resources necessary to effectively deliver the End State Contracting model.

A comprehensive End State Contracting Plan is necessary to provide a clear vision and strategy for implementation. The EMAB heard almost universally that communication up, down and across the organization should be improved. The Plan should provide a framework to improve communication and build commitment throughout the organization and with stakeholders.

Additionally, resources required to implement End State Contracting must be viewed as a priority for hiring and retention and be considered a highly valued capability within the program. EM's philosophy relative to human resource management in this area is also critical to success. It is imperative for EM to maintain a strong focus on resource allocation, hiring and/or obtaining critical skills and retaining those critical skills under the broad umbrella of contract management. With the shift to the End State Contracting approach, contract management becomes an even more critical aspect of business within EM.



The recommendations laid out in this report focus on these three areas of communications, resources and training. It is our hope that these recommendations are broadly discussed within the EM. We look forward to discussing these recommendations with you and to supporting EM as it elevates them.

Sincerely,

A handwritten signature in black ink, appearing to read "Carol Ann Johnson". The signature is fluid and cursive, with a large loop at the end.

Carol Ann Johnson
Chair, EMAB