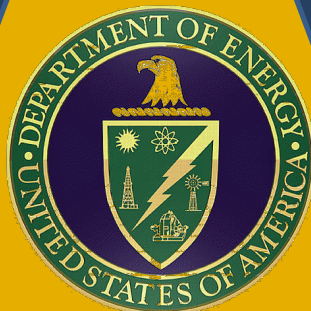


2022



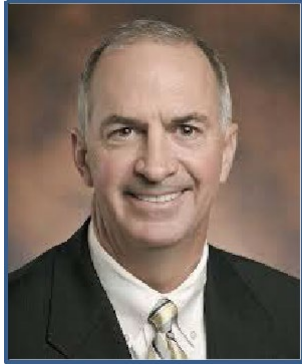
2024

# Strategic Plan



# EHSS

Office of Environment, Health, Safety, and Security



## Message from the Director for the Office of Environment, Health, Safety, and Security

I am proud to release this updated 2022-2024 Strategic Plan for the Office of Environment, Health, Safety, and Security (EHSS). The revision of this Plan is a result of our previous pledge to measure progress and make relevant adjustments as needed. Our previous versions, spanning 2015-2020, provided an excellent roadmap for our new organization, formally establishing the EHSS vision, mission, values and goals. This latest version reflects the most recent DOE Strategic Plan and addresses EHSS work in a hybrid work environment.

Much like our previous strategic plans, this version is the result of considerable self-reflection and cross-organization cooperation. It continues to focus on our efforts to support the Department's mission successfully.

This Strategic Plan will be supported by an Annual Operating Plan, issued at the beginning of each fiscal year, which will outline EHSS' planned actions over the following 12-month period and identify how they support the goals and objectives of this plan. EHSS will also develop an Annual Accomplishments Report after the conclusion of each fiscal year, which will document progress made on achieving our strategic goals and objectives.

We will continue to revisit our strategic plan, recognizing that it is a living document that must always align with the Department's Strategic Plan.

A handwritten signature in black ink that reads "MB Moury". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Matthew B. Moury  
Director  
Office of Environment, Health, Safety, and Security

U.S. Department of Energy

**Office of Environment, Health, Safety, and Security**

# **Strategic Plan**

**2022-2024**

## Overview

---

This plan identifies the vision, mission, core values, as well as strategic goals and objectives for the Office of Environment, Health, Safety, and Security (EHSS). It also includes strategies and actions through which EHSS will achieve these goals and objectives for the next three years guided by our core values. This Strategic Plan will be supported by an Annual Operating Plan, issued at the beginning of each fiscal year, which will outline EHSS' planned actions over the following 12-month period and identify how they support the goals and objectives of this plan. EHSS will also develop an Annual Accomplishments Report after the conclusion of each fiscal year, which will document progress made on achieving our strategic goals and objectives.

### **Vision:**

**Make protecting people, the environment, and Departmental assets an integral element of the Department of Energy's mission success.**

### **Mission:**

**Provide corporate leadership, strategic approaches, policy, technical expertise and assistance for protecting Department of Energy workers, the public, the environment, and national security assets.**

### **Values:**

<b>Professionalism:</b>	<b>We pursue the highest level of competence.</b>
<b>Respect:</b>	<b>We treat others with dignity and foster a free exchange of ideas.</b>
<b>Integrity:</b>	<b>We are truthful, ethical, transparent, and accountable for our actions.</b>
<b>Dedication:</b>	<b>We commit to protect the health and safety of our workers, the public, the environment, and national security.</b>
<b>Excellence:</b>	<b>We strive for high quality results through innovation and continuous improvement, individually and as a team.</b>

EHSS' environment, health, safety, and security strategic goals are designed to ensure our actions are focused on accomplishing our mission in a manner consistent with EHSS vision and values.

## **Goal 1: Foster Department-wide excellence in Environment, Health, Safety, and Security performance.**

### **Strategic Objective 1 – Keep the Department of Energy's (DOE) EHSS policies effective.**

- Periodically assess the Rules, Directives, and Technical Standards, that EHSS has responsibility for or have equities in, to ensure that they support DOE mission priorities, are up to date with best practices and lessons learned, and comply with national policies and consensus-based standards.
- Lead or maintain active subject matter expert engagements with DOE and external EHSS working groups and communities of practice to collect and share best practices.
- Engage user communities when updating or developing Rules, Directives, and Technical Standards to ensure policies are clear, consistent with other DOE Rules, Directives and Standards, and can be effectively implemented.

### **Strategic Objective 2 – Provide timely and effective technical assistance to support implementation of DOE EHSS policies throughout the Department.**

- Expand the use and effectiveness of tools such as webinars and response lines to support Program and Field Element staffs' implementation of DOE EHSS policies, promote awareness of policy changes, and answer policy implementation questions.
- Track technical assistance provided by EHSS Offices to support internal coordination and ongoing process improvements.

### **Strategic Objective 3 – Execute EHSS-managed programs in a manner that is efficient and focused on supporting DOE mission needs.**

- Maintain and seek to improve EHSS-managed programs that support execution of critical corporate functions throughout HQ and the DOE complex
- Maintain and seek to improve EHSS-managed programs that promote excellence in EHSS performance throughout the DOE complex.
- Maintain and seek to improve EHSS-managed corporate EHSS programs that generate and analyze technical information to enhance the effectiveness of DOE and government-wide EHSS policies and performance.

## **Goal 2: Engage stakeholders to ensure EHSS' Environment, Health, Safety, and Security policy and support activities align with DOE mission needs.**

### **Strategic Objective 1 – Establish and update EHSS goals and priorities.**

- Establish an annual operating plan that includes goals and priorities by the beginning of each fiscal year.
- Establish and maintain effective relationships with DOE Program and Field Element management to understand their operations, challenges, and needs for EHSS policy or technical assistance.
- Perform senior management outreach with Program and Field Elements to communicate EHSS goals and priorities and request feedback.
- Brief Senior DOE Leadership on EHSS goals and priorities and how they support DOE-wide goals and priorities.

### **Strategic Objective 2 – Conduct outreach with external stakeholders and communities.**

- Proactively reach out to inform applicable external entities of EHSS activities.
- Support Program and Field Element stakeholder outreach activities.

### **Strategic Objective 3 – Seek customer and stakeholder feedback on effectiveness to enhance technical assistance and EHSS programs.**

- Solicit and analyze customer and stakeholder feedback on EHSS policy functions and technical assistance.
- Regularly perform a series of visits to Field Elements to build/strengthen relationships and to request feedback with respect to the assistance EHSS provides and the EHSS programs that support them.
- Perform in-depth reviews and self-assessments of selected EHSS programs, based on structured stakeholder interviews and other relevant inputs, to improve EHSS effectiveness.

### **Goal 3: Strengthen EHSS' ability to support the Department's Environment, Health, Safety, and Security needs in the near and long term.**

- Empower and resource employees to accomplish EHSS goals.
- Use the Employee Engagement Working Group as a tool to enhance organizational culture and effectiveness.
- Use employee feedback and Federal Employee Viewpoint Survey results to improve EHSS organizational culture.
- Recognize and reward EHSS employees for their individual and group achievements.

#### **Strategic Objective 2 – Enhance EHSS leadership capabilities.**

- Institute leadership development at every level, to include rotational assignments.
- Conduct formal succession planning.

#### **Strategic Objective 3 – Strengthen EHSS professional capabilities.**

- Use the Individual Development Plan to establish developmental needs and goals.
- Improve strategies and tools to enable professional development.
- Establish EHSS mentoring opportunities.
- Utilize the Technical Qualification Program and professional certification programs to improve employee capabilities.
- To the extent they can be supported, provide rotational/external detail opportunities for professional development.
- Develop a Succession Plan to ensure possible replacements are available without disruption of capabilities.

#### **Strategic Objective 4 – Enhance EHSS management and business practices to promote more efficient EHSS operations.**

- Improve the use of productivity tools and infrastructure to promote efficiencies.
- Examine operations and programs managed by EHSS for the DOE complex to look for cost savings and possible cost reimbursement/sharing options.
- Develop a formalized system capturing subject matter expert knowledge with special emphasis on capturing knowledge prior to employee's departure or retirement.
- Review and adjust policy, assistance, and EHSS Program budgets regularly during each fiscal year to ensure they align with overall EHSS goals and priorities.

Environment, Health, Safety, and Security

[www.energy.gov/ehss/environment-health-safety-security](http://www.energy.gov/ehss/environment-health-safety-security)