



U.S. DEPARTMENT OF
ENERGY

**Environmental Management
Consolidated Business Center**



STRATEGIC PLAN

2016 - 2020

December 2015

Vision

To be a premier DOE mission execution and integrated business solutions center by bringing a strategic perspective to develop forward-looking, results-oriented solutions for the safe and compliant execution of the EM mission.



Art Work by Chris McFarland, EMCBC Employee.

Message from the Director



The Environmental Management Consolidated Business Center (EMCBC) passed a milestone in 2015 – Ten Years as an office. However, in many ways we bear little resemblance to that initial organization. In the intervening decade, many new talented people have been added to take on an expanded role due to our growth in responsibility, reputation, and importance to the EM program. Moving forward in the next decade, we will build upon our past and forge a future based on our greatest strength – the outstanding skills, dedication and performance of our staff.

This Strategic Plan is intended to be a meaningful management tool that adds value and outlines a process we can implement in an integrated manner to improve our future performance in meeting our evolving and expanding mission requirements. It will provide a roadmap/framework that leads us to a clear expression and implementation of our vision and values as we analyze and better define those requirements. We will: systematically review our mission drivers; identify the resources required to improve execution of that mission; and develop strategies to better obtain, retain, organize and utilize those resources.

My goal as Director is to build upon and improve the timely and effective manner in which the EMCBC has served its customers over the last decade. We will use this Strategic Plan to leverage our abilities in a manner that promotes integrated solutions, flexibility, innovation, and teamwork as we prepare to meet the challenges of the next decade of EMCBC operations.

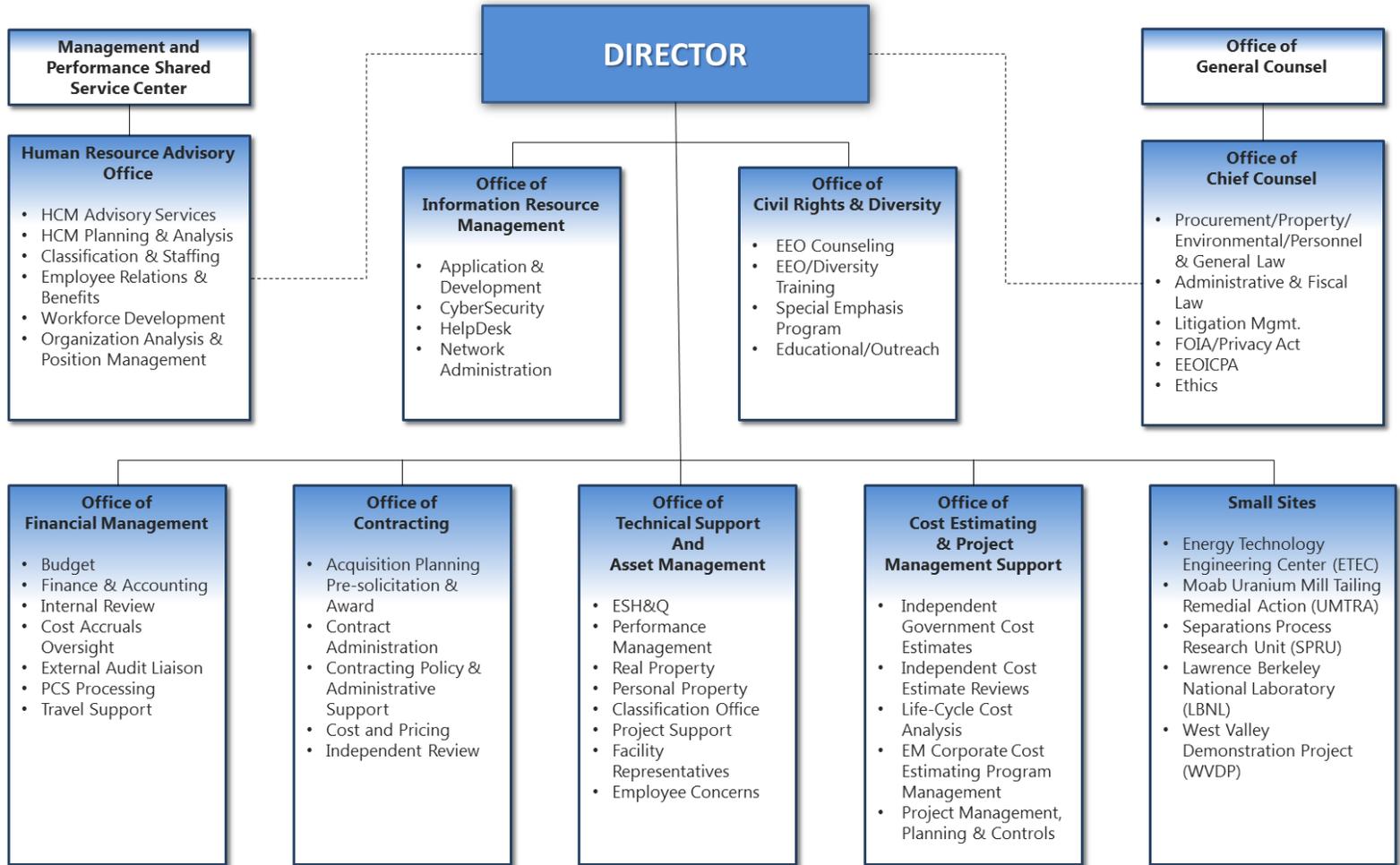
A handwritten signature in black ink, appearing to read 'Ralph E. Holland', written over a horizontal line.

Ralph E. Holland
Director
December 2015

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EMCBC Organizational Chart



Values

Committed to three core values that guide interactions with customers, stakeholders and our EMCBC peers.

People are our most important resource:

- We encourage collaboration and teamwork in all we do.
- We respect the inherent value and worth of each employee, and ensure an inclusive culture where diversity, experience and innovation are fostered and appreciated.
- We strive to further develop and empower our employees in order to strengthen our core competencies.
- We conduct all activities and interactions in accordance with the highest standards of honesty, integrity and professionalism.
- We pledge to treat all people with dignity and respect, and expect others to do the same.
- We continuously seek feedback to improve our processes, work products and services to meet the changing needs of those with whom we interact.

Safety at all times:

- Our highest priority is to support the EM program in protecting employees, the public and the environment.
- We foster a culture that encourages and embraces the opinions of workers and customers.
- We conduct our work using the core functions and guiding principles of Integrated Safety Management (ISM).

Exceptional **Service**:

- We are accountable for our work, and collaborate effectively to provide outstanding products and services to customers with the common goal of exceeding expectations.
- We consistently strive for excellence in completing all activities safely, on time and within cost.
- We effectively accomplish our mission while delivering value to the American taxpayer.



Martin Luther King, Jr.
Commemoration Panel Discussion



Lawrence Berkeley National Laboratory (LBNL) Old
Town Building 5 demolition

History

The Department of Energy (DOE) established the Environmental Management Consolidated Business Center (EMCBC) on June 7, 2004, to provide designated EM customers with specialized business and technical support services. Establishing the EMCBC allowed EM to consolidate many functions necessary to support its mission. This consolidation was designed to reduce redundancies, promote consistency of business practices, and allow EM to operate in a more cost efficient and effective manner. The EMCBC officially opened for business in May 2005.

Since the establishment of the EMCBC, numerous changes have occurred, resulting in the growth of our mission. For example, the EMCBC was:

- Assigned line management responsibility for the EM Small Sites.
- Tasked with establishing a centralized cost estimating capability for the entire EM Program.
- Designated as the central organization for all major EM pre-award contracting responsibilities.
- Chosen to provide all legal and certain other services for DOE's Office of Legacy Management (LM).
- Chosen to provide support to Oak Ridge and Los Alamos EM operations for the contracting and contractor human resource management (CHRM) functions.
- Chosen to host and support the new Management and Performance Shared Service Center.

These are but a few examples of the difference between today's EMCBC and the organization that was established over a decade ago. Based on demonstrated strong performance, our mission and workload is likely to continue to both grow and evolve.

The purpose of our Strategic Plan is to help ensure that the EMCBC team is not only ready to take on these new challenges, but also chart a course for an informed and flexible organization that continues to flourish and adapt to change.



Cask movement at the West Valley Demonstration Project (WVDP)

Strategic Context and Background

The EMCBC mission has grown because we deliver on our commitments. However, being tasked to lead or support difficult management problems poses challenges that we must address to ensure continued success.

For example:

- Our strength resides in our talented people. However, the EMCBC has both an aging workforce and leadership team. Developing our staff and identifying and preparing the next generation of leaders are major challenges.
- The expanding workload is stretching the capacity of our organization and presents vulnerabilities in continuing high quality work.
- Existing EMCBC staff is being utilized to perform both line management and independent oversight of the EMCBC Small Sites.
- Expectations of the EMCBC are high, due to the complex nature of EM mission work. Maintaining, attracting, and acquiring needed specialized skills is key to the EMCBC's future success in executing our core mission.
- Anticipated Budget/Financial pressures will require resourcefulness and flexibility.

This Strategic Plan reflects input from EMCBC employees, as well as from our customers and other stakeholders who rely on the EMCBC for success. The Plan is designed to assist EMCBC management with recognizing and addressing current and future challenges, and to provide a framework for our employees and customers that links today's work and capabilities to future requirements and results. The intent is for this Plan to be easy to administer, understandable, and deliver practical benefits to improve our organization over the long term (3-5 years).



2015 EMCBC Veteran's Day Observance

Views from EMCBC Employee Perspective

At the EMCBC, we value the input and participation of our team members. As part of soliciting EMCBC staff input regarding the EMCBC, an in-depth analysis of the work culture was conducted using results from Annual Employee Viewpoint Surveys (EVS) conducted by the Office of Personnel Management (OPM). In addition, an independent consultant reviewed all EVS data to frame an approach for gaining more in-depth and actionable data from EMCBC/Small Sites staff. As part of this analysis, interviews with individual employees as well as focus group discussions identified opportunities for improvement as well as areas where the EMCBC excels. For example, based on this independent analysis, our employees:

- Are proud of the mission and the work we do.
- Would like to see more actions related to rewarding employees, providing training, and increasing opportunities for advancement.
- Would like more mentorship from supervisors and management.
- Are being taxed due to mission growth and resulting increased demands on our organization.
- Want a clear sense of the future of the EMCBC, and want to help shape it.

Other themes from our analysis include:

- **Strengths:** high quality leadership and expertise; flexibility and agility to address multiple needs and demands; pride in accomplishment and mission focus; reputation as a “can-do” organization that delivers quality results.
- **Weaknesses:** increasing expectations and demands that are straining available resources; lack of integration of the Small Sites into the EMCBC organization; lack of clarity on the future direction for the organization; and a need to better develop employees to meet future demands.
- **Threats:** budget reductions and increased, unfunded responsibility, leading to an inability to sustain organizational excellence; financial pressure hampering the ability to maintain and grow a quality workforce; lack of “acceptance criteria” for taking on new missions (to ensure resources and capabilities are available).
- **Opportunities:** ability to leverage current responsibilities and unique core competencies to become an employer of choice in DOE; possibility of becoming a “Center of Excellence” in many technical areas; potential to become a training ground for future DOE and EM leaders.



EMCBC Strategic Planning Work Group



Employee feedback session

Views from EMCBC Customers and Stakeholders

A survey of key EMCBC customers and stakeholders was also conducted as part of our Strategic Planning process, soliciting their insights regarding the organization. Surveyed parties included EM Headquarters organizations, major supported EM Sites, key non-EM Headquarters organizations, and major contractors that support the EM mission. The responses to that survey demonstrated the diversity of demands on, and the expectations for, the EMCBC, as well as EMCBC's importance to the overall success of the EM program.

Following are observations from our customers and stakeholders:

- EMCBC leadership gets high marks for openness, accessibility, and helpfulness.
- There is a need for more predictability and consistency in the EM acquisition process, and the EMCBC can, and must, be a central force to create it.
- The current roles and responsibilities between EMCBC and EM-HQ are sometimes unclear, and can result in competing priorities. This frustrates both EMCBC employees and the contractor community.
- Many people want the EMCBC to serve as an advocate and driver for procurement policy – from the utilization of small businesses to business strategies.
- EMCBC employees demonstrate a high degree of technical competence and an earnest approach to our jobs. Our team members are assets, and our technical competence needs to be grown and fostered.
- EMCBC is trying to do too much, and the staff and leadership are being stretched too thin.
- EMCBC is a trusted and valued resource.

All of these viewpoints were valuable in framing where we are and where we need to be as an organization. They were an important consideration in the development of this plan.



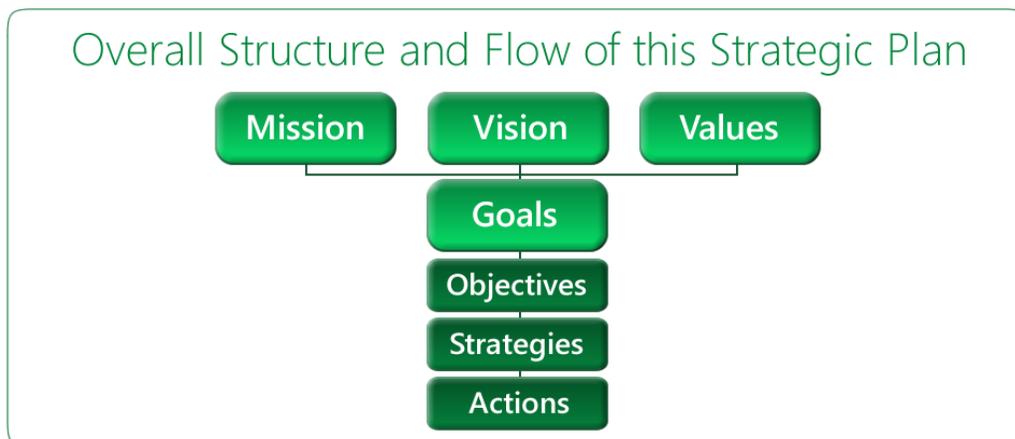
EMCBC Strategic Planning Working Sessions

EMCBC Goals, Objectives, Strategies, and Actions

Given the EMCBC’s current situation, and considering input from employees and customers, as well as our mission, vision and core values, our Strategic Plan contains three over-riding goals – People, Mission Delivery and Effectiveness/Efficiency. Each goal is subdivided into individual objectives, and each objective has attendant strategies with one or more associated actions. By performing these actions, we will execute our Strategic Plan. Each action will be scheduled, assigned, monitored to completion and evaluated for effectiveness. In order to achieve these Goals, EMCBC will develop and utilize various tools to identify and integrate our activities.

Examples of such tools are:

1. *Fiscal Year Action Plans (FYAP)* will be developed annually for each Small Site and EMCBC functional area, containing planned major activities (high level charts). Site information will come from existing life-cycle baselines, Fiscal Year Work Plans (FYWP) and project baselines. Functional information will come from such resources as organizational assessment schedules, reporting requirements and acquisition forecasts. This information will be used in a variety of ways to quickly check status, focus resources, identify areas requiring attention, communicate with internal and external customers and/or stakeholders, and graphically demonstrate the integration of EMCBC functions necessary to accomplish work.
2. *Mission Delivery Plan (MDP)* will be developed on an annual basis to provide a more detailed framework for the EMCBC service delivery and mission execution approach. The MDP will support the incorporation of mission objectives from all customers’ multi-year planning documents, by identifying the annual requirements for EMCBC at a more detailed level than the FYAP’s.
3. *Resource Allocation Plan (RAP)* will be developed that documents the sequence of projected work and identifies significant tasks by functional area. There will be an EM Small Sites RAP (based on approved Small Sites baselines) that addresses line management responsibility as part of the EMCBC RAP. The EMCBC RAP will address each EMCBC organization’s role in supporting mission accomplishment for each customer. The RAP will be developed at a detailed activity level for the near term (rolling two-year period) and at a higher level for the longer term planning window (3-5 years).



Mission

To provide an integrated services center with a valued, dedicated and well-trained staff to execute exemplary core business and technical services that are focused on the safe, compliant and efficient execution of EM activities at supported sites.

Goal 1: People

The EMCBC will be comprised of a knowledgeable, diverse, inclusive workforce, balanced to deliver professional results to the EM and DOE mission with integrity and reliability.

Current Situation

The EMCBC is viewed as a valuable resource, both to our internal and external customers and stakeholders. This corporate reputation is the reason behind EMCBC's mission growth and associated workload increase.

However, to maintain and build upon this reputation, the following concerns need to be addressed:

- No overall quantified and validated workload baseline exists for the EMCBC.
- Customers and stakeholders expressed concerns about lack of depth in key technical and business areas.
- Acquiring staff, maintaining staff, and providing opportunities for growth at some Small Sites, other EMCBC customer sites and, at times, within the EMCBC can be challenging.
- Surges in workloads happen frequently, and planning for these surges can be difficult.



National Disability Employment Awareness Month

Objective 1.1 – Human Capital Resources

In conjunction with the EMCBC Office of Civil Rights and Diversity, Human Resources (HR) Advisory Office and Management and Performance Shared Services Center and the Small Sites, the EMCBC will follow standard DOE practices to evaluate current Human Capital resources in order to determine if customer requirements are being met. Workforce planning is the continuous planning process of shaping and structuring the workforce to ensure there is sufficient and sustainable capability to meet organizational objectives now and in the future. Workforce planning needs to be closely integrated in, and aligned with, the strategic planning process. In essence, the aim is to have human resource strategies in place to provide people with the necessary skills and capabilities – the right people for the right jobs in the right place at the right time to perform the work that needs to get accomplished.

Strategy – Workload Baseline, Manpower Assessment and Succession Plan

Establish a Workload Baseline that identifies all EMCBC customer requirements and the associated staffing requirements (e.g., required credentials, estimate of hours required to perform tasks). Perform subsequent Manpower Assessment to identify existing staff capabilities, current workload assignments and associated performance metrics. The Manpower Assessment should also evaluate gaps (or redundancies) in current EMCBC staff workload assignments relative to EMCBC customer requirements. These analyses, including the EMCBC Succession Plan, should include all EMCBC Business and Technical Services, as well as diversity and inclusion, necessary to execute the EMCBC mission. The analyses should reflect requirements outlined in SLA's, FYAP, consolidated life-cycle baselines for EMCBC line management sites, appropriate project planning and execution documents, the EEOC Management Directive-715 Report, and should support development of the EMCBC RAP.

In conjunction with the above analyses and as a supplement to Federal resources, develop a process for obtaining and managing support contractor resources to meet both surge capacity and long-term staffing requirements.

Actions

- Assemble a Workload Baseline that identifies customer requirements and the associated current EMCBC workload assignments.
- Conduct a Manpower Assessment that compares current EMCBC staff capabilities, workload assignments and associated performance metrics to actual EMCBC customer requirements, with the goal of identifying resource gaps and a method to better allocate resources (see Goal 3).
- Develop an EMCBC (including Small Sites) Succession Plan that includes strategies for managing Human Capital resources, and provide all required reports for the consolidated EM Workforce and Succession Plan.

Objective 1.2 – Organizational Structure

EMCBC organizational structure and resource allocations are optimized for maximum flexibility in performing required work and providing efficient and effective results in achieving our mission.

Strategy – Organizational Optimization

Develop an organization and workforce structure that directly supports work to be performed, encourages functional integration, instills mutual and inclusive accountability for results, and clearly maps to roles and responsibilities contained in SLA's and other appropriate documents.

Actions

- Utilizing the results from the Manpower Assessment and other appropriate sources, evaluate the current organizational structure to determine if it is designed for optimum efficiency of operations. Propose any appropriate change to the organizational structure, taking into account identified gaps in required versus actual staffing.
- Establish a process to authorize and procure support contractor surge capacity in a timely manner.

- Establish a process to provide EMCBC leaders with the ability to manage diversity, measure results and commit to a culture of inclusion and accountability.

Objective 1.3 – Work Life Balance

The EMCBC will be recognized as one of the best places to work and one of the most highly regarded Offices in DOE.

Strategy – Work Life Initiatives

Based on input from EMCBC employees (including the Small Sites and SLA customers), develop and implement a suite of work life initiatives that balance desired employee flexibility with mission needs.

Actions

- Appoint an employee-driven Work Life Integrated Project Team (IPT) to assess current EMCBC practices on work life benefits and recommend Work Life features that serve our mission, customers and employees.
- Institutionalize and implement the new Work Life features approved by EMCBC management.

Strategy – Maintain, Develop, Recruit Workforce

Create a culture and platform of initiatives to maintain, develop and recruit a diverse, skilled and inclusive workforce.

Actions

- Establish an employee-based Staff Development IPT to assess current customer mission requirements, resource needs, and existing policies/programs in order to identify and provide enhanced employee development opportunities.
- Based on organizational and workforce analyses and IPT input, identify opportunities for advancement of the workforce to meet future needs. Include training, mentoring, DOE and Industry Professional Qualification/Credentialing programs, and other HR tools for employees to acquire necessary skills.
- For “gap” areas identified in the workforce analysis, implement a coordinated and focused recruiting effort to obtain talented and diverse people to continue the pursuit of excellence. Insure a mix of experienced and developmental positions. This could include utilization of support contractors, developmental details, etc.
- Establish a recruiting strategy to attract a diverse pool of top talent through diverse populations at colleges/universities, minority-focused professional organizations, and other organizations representing women, veterans, people with disabilities, and other groups.



- Establish an EMCBC Continuous Learning Program that supports paths forward in all EMCBC occupational and functional disciplines. Utilize cross training as appropriate.
- Establish an employee working group, to ensure qualification programs are being leveraged and applied appropriately (e.g., Federal Contracting and Program/Project Management certifications; DOE Technical Qualification Program).

Goal 2: Mission Delivery

The EMCBC will deliver integrated business and technical services to execute the safe, efficient and timely completion of the EM mission.

Current Situation

The EMCBC is currently providing a wide range of business and technical services based on SLA's with customer sites, and providing line management and oversight of the Small Sites. SLA's constitute mutual agreements between the EMCBC and customers for providing business and/or technical services. However, integration among the EMCBC functional offices providing these services can be improved, not just in provision of current services, but also to plan and track future service requirements, and instill an element of individual and group accountability and responsibility for the success of our customers' missions. Recent customer and employee input highlights the need for better understanding of the inter-relationships and integration among the EMCBC organizational elements in providing needed services. With assigned line management responsibility for the completion of the EM cleanup mission at several Small Sites across the nation, there is a need for clearer definition of roles and responsibilities across the EMCBC in regard to line management of the Small Sites.

Objective 2.1 – Mission Planning

The EMCBC will provide timely, integrated business and technical services to support the program objectives of our customers.

Strategy – Customer Requirements

Develop integrated near term and long term tools with appropriate levels of detail that identify present and future needs for EMCBC services (utilizing existing information contained in customer multi-year plans, contract performance baselines, SLA's, and other appropriate documents).

Actions

- For each Small Site, prepare and update an Annual FYAP (near term).
- Use FY Action Plans to develop the Small Sites RAP, which is an integrated, activity based, resource loaded frame work that provides multi-year detail on work to be performed, services to be provided, milestones/schedule, required integration, and necessary skills/resources (long term).
- Develop and update as necessary the EMCBC RAP, to document service delivery and integration requirements for all EMCBC customers (long term).
- For the EMCBC and each Small Site, prepare and monitor performance against Site Sustainability Plans.

Objective 2.2 – Mission Execution

The EMCBC will execute the Small Site Mission (and support other customers’ mission execution) safely, on time and within cost, and provide all required technical and business services in an integrated fashion to insure our customers’ success.

Strategy – Project/Program Implementation

Identify requirements for successful project execution and completion, ensure resources are aligned to provide services to achieve successful completion, and complete all project objectives.

Actions

- Establish a process to identify customer needs, assign responsibility to appropriate EMCBC staff, track the quality and timeliness of assigned actions, and utilize customer feedback to improve future performance.
- Evaluate existing EMCBC management tools, such as the EMCBC Service Plan, the associated Service, Function and Activity Provider Matrix, and the EMCBC Management System (MS) of policies and procedures, to ensure such systems continue to provide value-added services to our customers.
- Document EMCBC progress in meeting the EM Performance Agreement and provide timely and accurate reports to DOE-EM.

Strategy – Performance Expectations

Determine how each element of the EMCBC can contribute to the achievement of each customer’s performance goals, specify those actions in appropriate documents, and clearly delineate how EMCBC functions and staff will contribute to the achievement of those goals.

Actions

- Define EMCBC’s “line management” roles and responsibilities for the Small Sites.
- Establish and/or modify applicable SLA’s to reflect resources and services to be provided.
- Conduct monthly reviews for each Small Site, addressing overall project performance and the quality/timeliness of support provided by each EMCBC organization.



Separations Process Research Unit (SPRU) holding tank being readied for shipment to out-of-state disposal facility



U.S. Environmental Protection Agency uses mules to carry instrumentation while completing radiological characterization activities at Energy Technology Engineering Center (ETEC)

Objective 2.3 – Mission Oversight and Assessment

The EMCBC will provide timely, independent oversight and assessment services for its customers.

Strategy – Project Oversight

Serve as a recognized leader in the EM complex for providing value-added oversight and assessment of business and technical matters at EMCBC Customer Sites.

Actions

- In accordance with applicable DOE Orders regarding oversight, define oversight roles and responsibilities, including methodologies to be used, and the expectations of all parties.
- Identify customer needs for oversight and/or assessment services, review the quality of services provided by EMCBC, and identify improvements to better meet requirements.
- Through discussions with HQ EM Mission Units and Mission Support Offices, assess the efficacy of current and future oversight.
- Leverage HQ EM resources to provide integrated, efficient, and effective oversight. Oversight services should include a focus on an integrated oversight schedule and plan, where oversight conducted by EMCBC could be better coordinated with DOE-EM, other DOE offices, the DOE-Inspector General, and other appropriate parties.
- Contact current and potential oversight/assessment service recipients and determine the nature and magnitude of their future needs (including service expectations).



Moab Project Mill Tailings excavation, transportation and disposal operations

Goal 3: Effectiveness/Efficiency

The EMCBC will establish standards of performance across all functional areas to ensure that our work products and project results are delivered on time, within cost, and meet all compliance and mission expectations.

Current Situation

There is room for improvement in our existing systems to enable EMCBC management to determine whether our services are being delivered effectively and efficiently. Therefore, specific performance standards to foster continuous improvement will be established. Further, there is an opportunity to enhance integration among EMCBC functional organizations in planning and executing major activities as a method of delivering superior results.

Objective 3.1 - Systems and Processes

Provide a detailed framework for the EMCBC service delivery and mission execution approach, document the sequence of projected work, and identify significant tasks by functional area.

Strategy – Mission Delivery Plan (MDP) and Annual Performance Report (APR)

Develop an MDP to provide a framework for EMCBC service delivery and mission execution. The MDP will support the incorporation of mission objectives from all of our customers' multi-year planning documents which will be reduced to annual requirements for the EMCBC. Further, the MDP will enable the EMCBC to develop an Annual Performance Report (APR) that documents mission accomplishments.

Actions

- Develop an MDP prior to the start of each fiscal year.
- Develop an APR at the end of each fiscal year.

Objective 3.2 – Planning and Integration

EMCBC Leadership and functional area subject matter experts (SME) will be included in the planning process for assigned projects and programs. Early and regular EMCBC involvement in our serviced sites' work planning will help to develop effective solutions and ensure efficient implementation. Service delivery from all EMCBC functional areas will be integrated appropriately in order to anticipate and execute the mission effectively and efficiently. Develop and maintain an EMCBC-wide RAP that documents the sequence of projected work and identifies significant tasks by functional area (see Goal 2). The RAP will be developed at a detailed activity level for the short-range (rolling two-year period) and at a higher level for the longer-range planning window (3-5 years).

Strategy – Requirements Identification and Resource Allocation

In preparation for implementing the MDP, proactively engage in mission planning with all EMCBC customers as a first step to delivering required services.

Action

- In concert with Small Sites Managers/Federal Project Directors, evaluate each Small Site and Serviced Sites’ Life-Cycle Baseline to evaluate short-term and long-range work planning efforts in order to understand interdependencies required to meet mission and program objectives.

Objective 3.3 - Continuous Improvement

Using results from the APR, customer surveys and other sources, implement a continuous improvement culture that drives innovation in delivering results.

Strategy – Performance Evaluation

Actively engage employees in establishing a strong culture of quality and continuous process improvement. Utilize the APR, customer feedback mechanisms and other sources to establish a process to solicit customer and employee feedback on functional performance and issues.

Actions

- Develop a customer service survey tool.
- Establish objective annual organizational performance goals, measure performance against those goals, and perform required management assessments (in accordance with DOE O 414.1D).
- Evaluate results of surveys/assessments to identify focus areas for future improvements.



Implementing the EMCBC Strategic Plan

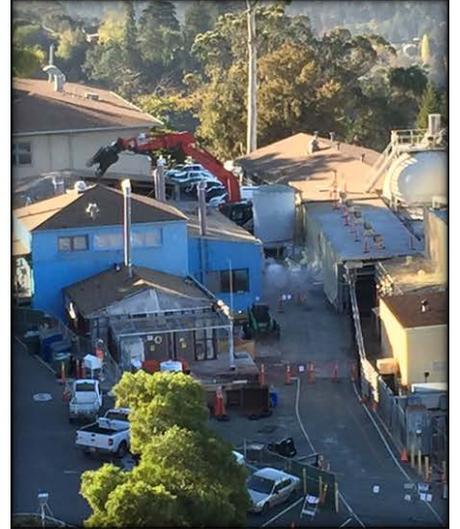
This Strategic Plan establishes the vision and roadmap for the EMCBC, as well as the actions needed to realize that vision. This Strategic Plan is not static; EMCBC management will track and evaluate progress for each action, and will update the plan when appropriate, to ensure that desired results are being achieved.

The implementation of the Strategic Plan will be accomplished through the following steps:

- **Planning:** Each fiscal year, the EMCBC will reevaluate and update as necessary the Actions identified in the Strategic Plan, including any schedules and deliverables.
- **Implementation:** The EMCBC will form teams of management and staff for each Goal to perform the Actions within that Goal and to oversee accomplishment of the Actions.
- **Tracking:** Each Goal Team Leader will report quarterly on progress.
- **Evaluation:** Annually, the EMCBC will evaluate all Actions taken per the Strategic Plan. The evaluation will address two questions: Did each Action have the desired impact? Are additional actions necessary to achieve the desired result? We will include the evaluation of our Actions in our APR.
- **Improvement:** Evaluation results will guide the updates for the Strategic Plan. The Strategic Plan will be revised, as needed.
- **Accountability:** Achievement of the Strategic Plan will be integrated into the Annual Performance Plans of the EMCBC Leadership Team, as appropriate. In turn, the Leadership Team will cascade the elements that lead to achievement of the Plan into the performance standards of appropriate staff members.

Conclusion

It is critical that all EMCBC employees own the results and share the vision, mission and goals embodied in our Strategic Plan. In addition to the Actions contained in this Plan, we will continue to seek other ideas and feedback to make the EMCBC as efficient and effective as it can be. The EMCBC exists to be of service to our customers. Everything we do should be focused on listening to our customers, understanding their needs well, planning our work around those needs, obtaining required resources, and delivering timely and quality results that lead to shared success. The framework of this Strategic Plan is intended to support that focus, and will serve as a flexible tool to guide integrated efforts toward that end.





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