

FY 2024
Congressional Budget
Justification

FY 2022
Annual Performance
Report



Defense Nuclear
Facilities Safety Board

March 13, 2023

GOVERNMENT PERFORMANCE AND RESULTS ACT (GPRA) MODERNIZATION ACT

GPRA Strategic Planning Reporting Requirements

The GPRA Modernization Act of 2010 requires each agency to make available on its website a strategic plan establishing general strategic goals and objectives for a period of not less than four years. The Defense Nuclear Facilities Safety Board's (Board) Strategic Plan for Fiscal Years (FY) 2022–2026 (revised May 2022) is available on the Internet at www.dnfsb.gov. In addition, agencies are required to develop an Annual Performance Report (APR) that provides information on the agency's progress achieving the goals and objectives described in the Strategic Plan and Annual Performance Plan (APP). The Board approved a Strategic Plan for FY 2022-2026 in May 2022, and it is available on the Board's website. The Board will also complete the FY 2024 Annual Performance Plan later this fiscal year, and it will be available on the Board's website upon completion.

Defense Nuclear Facilities Safety Board

FY 2024 Congressional Budget Justification

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PROPOSED APPROPRIATIONS LANGUAGE

Salaries and Expenses

For expenses necessary for the Defense Nuclear Facilities Safety Board in carrying out activities authorized by the Atomic Energy Act of 1954, as amended by Public Law 100-456, section 1441, \$47,230,000, to remain available until September 30, 2025, of which not to exceed \$1,000 shall be available for official reception and representation expenses.

FY 2024 REQUEST EXECUTIVE SUMMARY

The Board base request is \$47,230,000 and 125 full-time equivalents (FTE) to carry out its mission in FY 2024. This is a 14.1 percent increase from the agency's FY 2023 appropriation level of \$41,401,000.

This increase is driven by an enhanced need for oversight of defense nuclear facilities that aligns to the Department of Energy's modernization efforts; necessary staffing increases to execute the Board's mission. First, the Board's oversight requirements are increasing as the Department of Energy's (DOE) modernization efforts proceed. These requirements need to be properly resourced for the Board to protect public health and safety. Safe operations help prevent delays and interruptions to operations at defense nuclear facilities, which support the readiness and viability of the nation's strategic deterrent.

Second, the Board's foundation is built on the expertise of its Board Members and its staff in support of the Board's mission, and approximately two-thirds of the Board's annual budget is dedicated to salaries and benefits. In FY 2022 and continuing into FY 2023, the Board executed an aggressive staffing plan focused on hiring highly skilled engineers, scientists, and professionals to support the agency's mission and filling vacant operational staff positions. Filling these roles reversed a significant decrease in staffing in prior years when Board staffing dropped precipitously by over 20 percent. Aggressive hiring efforts undertaken by the Board consumed most of the carryover funds from FY 2022 to FY 2023.

Third, the Board is working to build a multi-year human capital strategic plan to guide training and development, recruiting and retention practices, and succession planning. This holistic approach will allow the Board to better target its human capital management to ensure that the highly technical expertise of its staff supports the critical nuclear safety oversight mission which in turn supports the U.S. nuclear deterrent. The five additional FTE positions will help ensure that the Board can recruit or develop the necessary bench depth in highly specialized technical disciplines.

Furthermore, the Board's FY 2024 request includes capabilities and improvements to cybersecurity, physical security, secure communications, information technology modernization, technical efficiencies, organization effectiveness, and progress on diversity, equity, inclusion, and accessibility throughout the agency. This will help ensure the Board can comply with evolving requirements.

The Board has continued its substantial effort through its Equal Employment Opportunity program to recruit and hire a diverse workforce including in its highly specialized technical positions. In FY 2022 the agency increased its FTE from 103 FTE to 106 FTE with 113 personnel onboard as of September 30, 2022. The Equal Employment Opportunity (EEO) program helps ensure that the Board promotes equal opportunity and is free from discrimination and harassment.

Highlights of the change between the FY 2023 and FY 2024 Budget Requests:

- **Salaries and Benefits:** Increase of \$3,027,400 includes the anticipated civilian pay increase of 5.2 percent in January 2024 and permanent change of station costs for two Resident Inspector (RI) positions. The additional FTE positions will help ensure that the Board can recruit or develop the necessary bench depth in highly specialized technical disciplines.

- **Other Services:** Increase of \$3,221,800 estimated to cover competitively bid administrative services and information technology contracts and services to fulfill the President’s Management Agenda of Information Technology (IT) Modernization, Cybersecurity, and Data Infrastructure. IT Modernization and Cybersecurity investments provide the tools necessary to carry out essential, mission-critical activities that support the safety and security of DNFSB and its information management systems. The additional funding will provide the necessary resources for these IT security and mission support activities. These areas are supported under Executive Order 13873 (“Securing the Information and Communications Technology and Services Supply Chain”), Executive Order 14028 (“Improving the Nation’s Cybersecurity”) and OMB Memorandum M-22-09 (“Federal Zero Trust Strategy”). As the Board moves to comply with the Administration’s direction to implement the IPv6 internet protocol standard, it must ensure that its IT equipment and software is compatible with the new standard and fully supports software implementation for dual compatibility until the transition is complete by the 2024 deadline. The Other Services object class also includes resources to support the President’s Management Agenda Delivering Services Powered by 21st Century Technology. The agency has over thirty years of records pertaining to its oversight mission with only a small fraction of those readily available to persons with disabilities in communities impacted by defense nuclear facility operations. In support of its public mission to be transparent in its oversight, an initial and on-going effort is necessary to bring its record collections and public website interface in alignment with current technology standards and meet accessibility requirements for all public stakeholders and federal employees.
- **Operation, Maintenance, and Storage of IT Equipment:** Increase of \$221,500 estimated to cover storage for data and log files. This is critical to ensure the agency access to email, online collaboration, video teleconferencing, and online storage platforms can be upgraded to new standards for cybersecurity.

Operating Expense Summary

	FY 2022 Actual	FY 2023 Plan	FY 2024 Request
Budget Authority	36,000	41,401	47,230
Obligations	38,573	41,401	47,230
Outlays	37,257	38,917	44,396

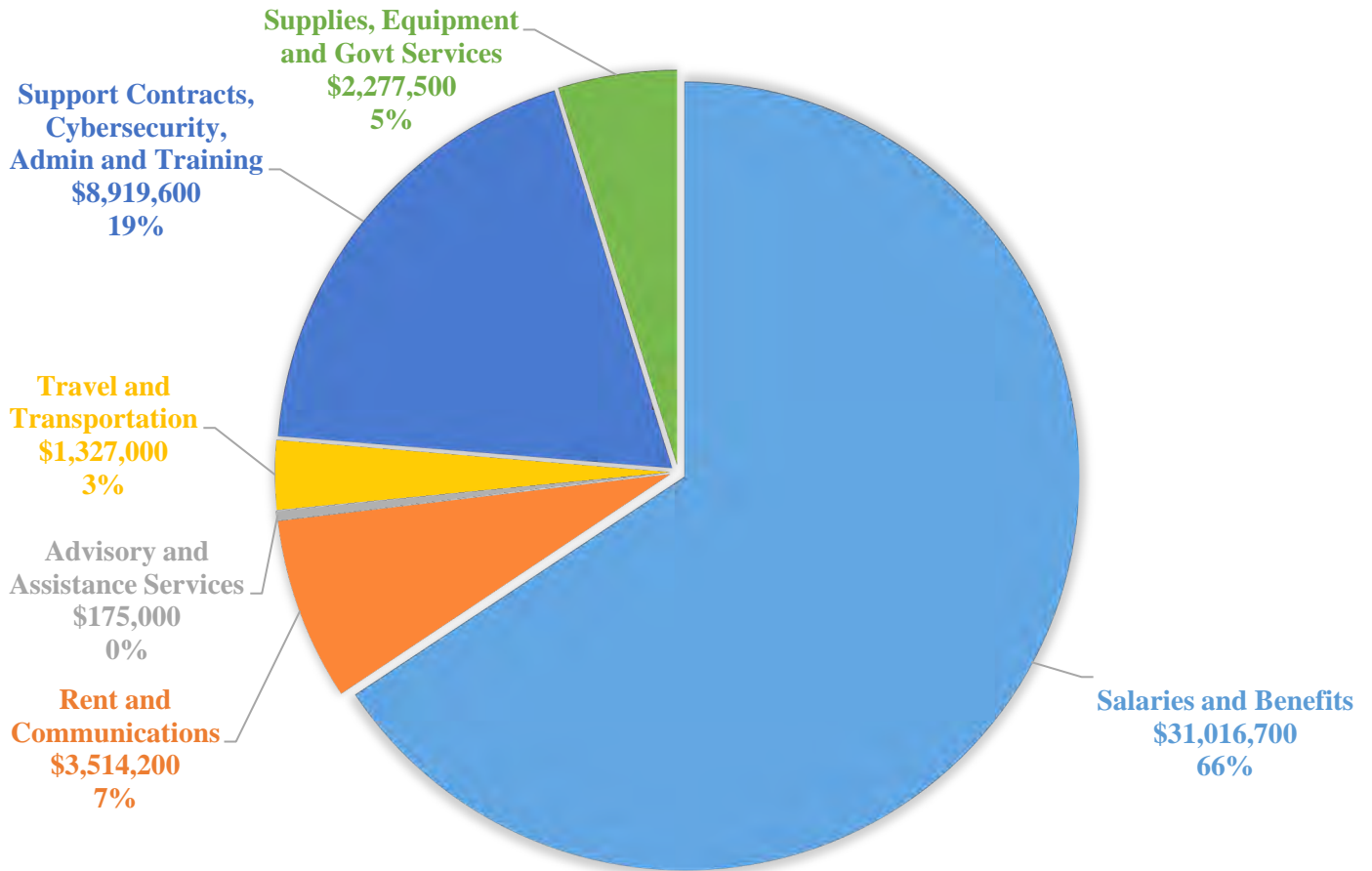
Numbers in thousands

Personnel Summary

	FY 2022 EOY Actual	FY 2023 Plan	FY 2024 Request
Statutory Personnel (FTE) Ceiling	130	130	130
On-Board (FTP)	113	120	125
FTE Usage	106	120	125

FY 2024 Projected Obligations by Major Category

FY 2024 TOTAL PROJECTED OBLIGATIONS = \$47,230,000



THE MISSION

Mission Statement

The mission of the Board shall be to provide independent analysis, advice, and recommendations to the Secretary of Energy to inform the Secretary, in the role of the Secretary as operator and regulator of the defense nuclear facilities of the Department of Energy, in providing adequate protection of public health and safety at such defense nuclear facilities, including with respect to the health and safety of employees and contractors at such facilities.

42 U.S.C. § 2286a(a)

Vision

To secure a safe future for the American people through proven technical excellence and transparency that inspires public confidence as the defense nuclear enterprise evolves.

Values

- **Integrity**
 - Interactions among DNFSB staff members are open, honest, and sincere.
 - Relationships are based on openness and trust.
 - All aspects of work exhibit the highest ethical standards.
 - Individuals take personal responsibility for actions.
 - Personnel are accountable to each other for the highest standards of behavior.
 - Commitments are clearly defined and fulfilled.

- **Respect**
 - Personnel treat each other with mutual respect.
 - Diverse points of view are valued and respected.
 - Everyone is treated fairly and given an opportunity to contribute.
 - Different opinions on issues are heard and respected.
 - The Board's decisions are heard and respected.

- **Excellence**
 - Personnel exhibit a passion for success, both individual and collective.
 - Personnel strive to be the best in achieving DNFSB's goals.
 - Excellence is a daily pursuit in all aspects of performance.

- **Independence**

- DNFSB’s mission is not compromised by the influence of others—it relies on the facts as presented and the highest level of professional judgment.
- Independence does not imply isolation, DNFSB seeks all facts and opinions openly, and weighs them before arriving at conclusions.
- DNFSB bases its decisions on objective, unbiased assessments of all information, and fully documents its conclusions.
- DNFSB performs its duties publicly and transparently.

The Board's Legislative Mandate

The Board's specific functions are delineated in its enabling statute at 42 U.S.C. § 2286a(b):

- The Board shall review and evaluate the content and implementation of the standards relating to the design, construction, operation, and decommissioning of defense nuclear facilities of the Department of Energy (including all applicable Department of Energy orders, regulations, and requirements) at each Department of Energy defense nuclear facility. The Board shall recommend to the Secretary of Energy those specific measures that should be adopted to ensure that public health and safety are adequately protected. The Board shall include in its recommendations necessary changes in the content and implementation of such standards, as well as matters on which additional data or additional research are needed.
- The Board shall investigate any event or practice at a Department of Energy defense nuclear facility that the Board determines has adversely affected, or may adversely affect, public health and safety.
- The Board shall have access to and may systematically analyze design and operational data, including safety analysis reports, from any Department of Energy defense nuclear facility.
- The Board shall review the design of a new Department of Energy defense nuclear facility before construction of such facility begins and shall recommend to the Secretary, within a reasonable time, such modifications of the design as the Board considers necessary to ensure adequate protection of public health and safety. During the construction of any such facility, the Board shall periodically review and monitor the construction and shall submit to the Secretary, within a reasonable time, such recommendations relating to the construction of that facility as the Board considers necessary to ensure adequate protection of public health and safety. An action of the Board, or a failure to act, under this paragraph may not delay or prevent the Secretary of Energy from carrying out the construction of such a facility.
- The Board shall make such recommendations to the Secretary of Energy with respect to Department of Energy defense nuclear facilities, including operations of such facilities, standards, and research needs, as the Board determines are necessary to ensure adequate protection of public health and safety. In making its recommendations, the Board shall consider, and specifically assess, risk (whenever sufficient data exists), and the technical and economic feasibility of implementing the recommended measures.

FY 2022 – 2026 Strategic Plan

The Board published an FY 2022–2026 agency Strategic Plan that established the strategic goals and objectives below in May 2022.

Strategic Goal 1

Provide proactive and independent oversight of the defense nuclear complex.

<i>Strategic Objective 1.1</i>	<i>Strategic Objective 1.2</i>	<i>Strategic Objective 1.3</i>
Complete timely, high-quality safety reviews that identify and analyze safety issues and best practices, and search for similar challenges complex-wide.	Develop and issue advice and recommendations designed to ensure safety and employ best practices within the defense nuclear complex.	Provide robust field oversight of facilities and projects across the defense nuclear complex.

Strategic Goal 2

Enhance transparency of ongoing agency initiatives and the state of safety within the defense nuclear complex.

<i>Strategic Objective 2.1</i>	<i>Strategic Objective 2.2</i>
Proactively sustain sound working relationships with relevant governmental and non-governmental entities.	Improve timely dissemination of information about the Board's priorities and conclusions regarding the state of safety at defense nuclear facilities.

Strategic Goal 3

Develop and maintain an outstanding workforce to achieve the agency's mission.

<i>Strategic Objective 3.1</i>	<i>Strategic Objective 3.2</i>	<i>Strategic Objective 3.3</i>
Cultivate an agile workforce with the skills necessary to meet the mission.	Use professional development and training to accomplish the mission efficiently and effectively.	Ensure the agency recruits from a diverse, qualified group of potential applicants to secure and maintain a high-performing workforce drawn from all segments of U.S. society.

Strategic Goal 4

Maximize the agency’s performance by pursuing excellence in our culture and operations.

<i>Strategic Objective 4.1</i>	<i>Strategic Objective 4.2</i>
Pursue efficiency through continuous improvement of internal policies and procedures through testing and evaluation.	Establish and maintain a culture that encourages teamwork and innovation across DNFSB in accordance with core values.
<i>Strategic Objective 4.3</i>	<i>Strategic Objective 4.4</i>
Strengthen operational performance by modernizing DNFSB processes and associated infrastructure.	Conduct ongoing communications to reinforce the commitment of all employees to diversity, equity, inclusion, and accessibility.

ORGANIZATIONAL STRUCTURE

The five-member Board¹ leads the agency in accomplishing its mission and determines actions regarding the safety aspects of the design, construction, operation, and decommissioning of the Department of Energy’s defense nuclear facilities.



CHAIR

Ms. Joyce L. Connery



VICE CHAIR

Mr. Thomas A. Summers



BOARD MEMBER

Ms. Jessie Hill Roberson

BOARD MEMBER

Vacant

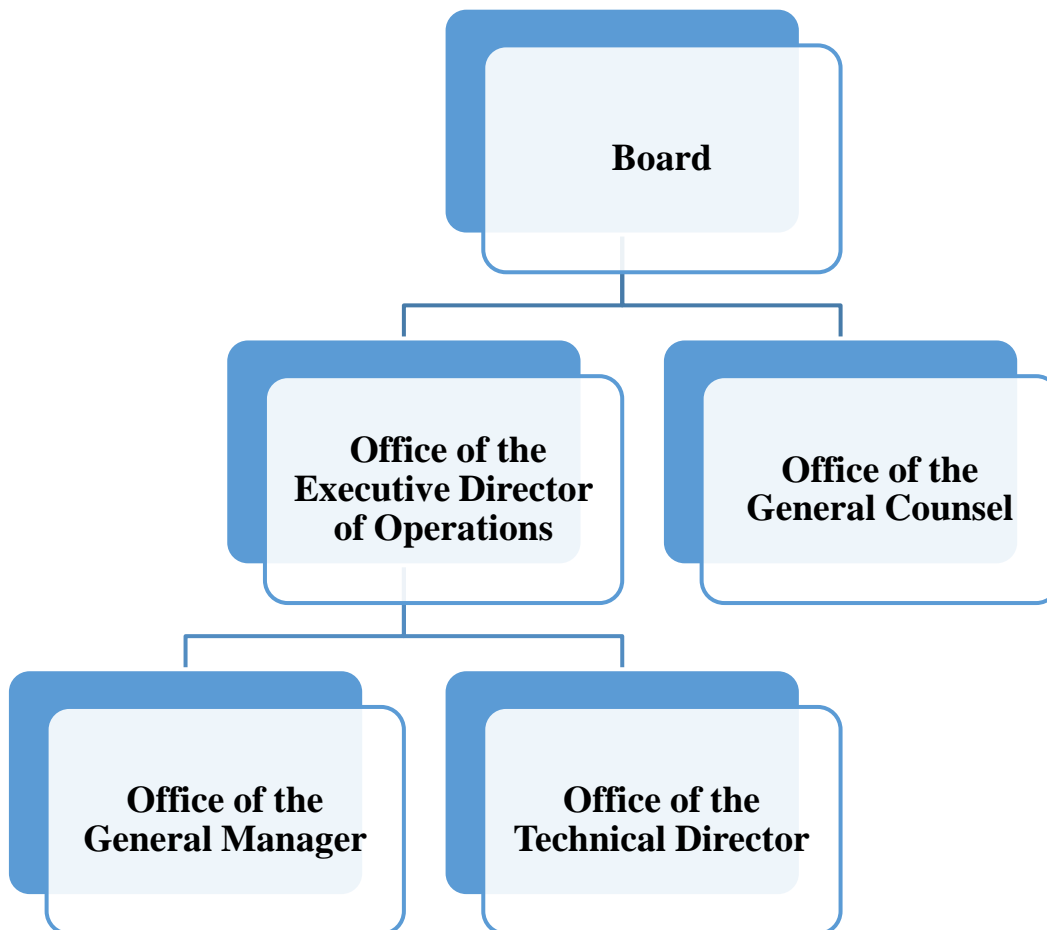
BOARD MEMBER

Vacant

¹ There are currently two vacancies on the Board.

Organizational Chart

The Board is statutorily capped at 130 Federal FTEs and is currently arranged in four offices under the five-member board. The Office of the Executive Director of Operations (OEDO) oversees the agency’s administrative and technical operations, provides direct Board support, directs external affairs, and leads the agency’s EEO program, among other duties. The Board intends to fill the vacant executive position during FY 2023. Most of the agency FTE are assigned to the Office of the Technical Director (OTD), which carries out the nuclear safety mission of the Board. The Office of the General Manager is responsible for the major administrative functions of the agency, such as human resources, information technology, and finance. The Office of General Counsel manages the agency’s compliance with all legal requirements and provides direct legal support to the Board, as well as to the agency’s other offices.



FY 2024 BUDGET RESOURCE REQUEST SUMMARY

Obligations by Fiscal Year

Budget Account -- OC	FY 2022 Financial Plan	FY 2023 Budget Request	FY 2024 Budget Request
PERSONNEL SALARIES -- (11)	18,723,200	20,670,900	23,482,100
PERSONNEL BENEFITS -- (12)	6,493,000	6,997,300	7,534,700
BENEFITS FOR FORMER PERSONNEL -- (13)	-	11,000	-
TRAVEL -- (21)	1,226,000	1,183,200	1,214,500
TRANSPORTATION OF THINGS -- (22)	54,300	100,500	112,500
RENTAL PAYMENTS TO GSA -- (23.1)	3,150,000	3,067,500	3,055,700
COMMUNICATIONS & UTILITIES (23.3)	377,900	682,100	458,500
PRINTING & REPRODUCTION -- (24)	29,100	69,000	20,900
ADVISORY & ASSISTANCE SERVICES -- (25.1)	495,000	405,000	175,000
OTHER SERVICES -- (25.2)	4,452,800	5,288,300	8,510,100
GOVERNMENT SERVICES -- (25.3)	1,521,100	1,407,000	1,353,600
OPERATION & MAINT. OF FACILITIES -- (25.4)	102,000	94,500	74,600
OPERATION & MAINT. OF EQUIPMENT -- (25.7)	107,400	92,500	314,000
SUPPLIES & MATERIALS -- (26)	323,800	271,500	399,300
ACQUISITION OF ASSETS -- (31)	366,000	740,000	524,600
TOTAL OBLIGATIONS	37,421,600	41,401,400	47,230,000
NEW BUDGET AUTHORITY	36,000,000	41,401,400	47,230,000
UNOBLIGATED BALANCE - PREV. FY	7,851,100	0	0
RECOVERY OF PRIOR YEAR OBLIGATIONS	400,000	300,000	300,000
TOTAL BUDGETARY RESOURCES	39,251,100	41,701,400	47,530,000
EST. UNOBLIGATED BAL. - CUR. FY	1,829,500	0	0
OUTLAYS	35,176,300	38,917,316	44,396,200
STAFF & BOARD MEMBERS (FTE)	115	120	125

FY 2024 Budget Request Justification Overview

Salaries and Benefits (OC 11 through OC 13)

The FY 2024 request includes funding of \$31,016,700 to support the projected salary and benefit costs for 125 FTEs. The funding for salaries and benefits represents two-thirds of the Board's FY 2024 estimated obligations. In calculating the projected salary and benefits needs of the Board, the following Federal pay adjustment and benefits factors for executive branch employees are used:

- Civilian pay increase of 5.2 percent in January 2024
- Employee benefits of 33 percent of salaries

(Note: Personnel benefit (OC 12) costs also include other costs (e.g., change of station, public transit subsidies).

In establishing the Board, Congress sought to bring the best talent available to focus on health and safety oversight associated with the design, construction, operation, and decommissioning of DOE's defense nuclear facilities. The recruitment and retention of scientific and technical staff with outstanding qualifications are the key components in the Board's human capital strategy. The Board has assembled a small and highly talented technical staff with extensive backgrounds in science and engineering disciplines, such as nuclear-chemical processing, conduct of operations, general nuclear safety analysis, conventional and nuclear explosive technology and safety, storage of nuclear materials, nuclear criticality safety, and radioactive waste management. Most of the technical staff have technical master's degrees, and many hold doctoral degrees. Many of the Board's technical staff members possess practical nuclear experience gained from duty in the U.S. Navy's nuclear propulsion program, the nuclear weapons field, or the civilian nuclear power industry. In order to accomplish the Board's highly technical mission, it is of paramount importance that the Board receives funds to meet the salary and benefit requirements of the staff.

The Board maintains a cadre of 15 resident inspectors that provides a cost-effective means for the Board to closely monitor DOE activities and to identify health and safety concerns promptly by conducting first-hand assessments of nuclear safety management at five priority sites. Resident inspectors regularly interact with the public, union members, congressional staff members, and public officials from Federal, state, and local agencies. Staff may be temporarily assigned to sites for a period of weeks or months to augment Resident Inspectors and/or as a development opportunity.

The DNFSB workforce supports the agency's unique mission within the federal government, providing safety oversight of defense nuclear facilities to protect public health and safety. Safe operations at those facilities are a key aspect of the continued viability of the nation's strategic deterrent. Without safety, there is great risk of interruption to the operations that sustain the programs that are foundational to our nation and allies. Moreover, this directly supports the Biden-Harris Administration's National Security Strategy issued October 2022, which highlighted the need to "ensure our nuclear deterrent remains responsive to the threats we face, [by] modernizing the nuclear Triad, nuclear command, control, and communications, as well as strengthening our extended deterrence commitments to our Allies."

In recent years, the DOE, in particular its National Nuclear Security Administration (NNSA), has seen significant budget increases to support the modernization of the strategic deterrent. This has translated into significant programs that require sufficient and ongoing oversight to ensure safety. Simply put, DNFSB's oversight requirements are increasing and need to be properly resourced to protect public health and safety. Some of these programs include plutonium pit production at Los Alamos National Laboratory and the Savannah River Site (SRS), tritium extraction at SRS, uranium production at the Y-12 National Security Complex, and weapons assembly and disassembly at Pantex. In addition to the strategic deterrent direct support, DNFSB provides safety oversight of defense nuclear facilities that handle radiological waste that dates back to the Manhattan Project and the Cold War, along with waste streams that are a result of sustainment and modernization efforts. This includes tank waste cleanup projects at Hanford and SRS and transuranic waste management at the Waste Isolation Pilot Plant.

In addition to the modernization programs planned or underway, there are significant risks associated with the old and failing infrastructure at defense nuclear facilities. According to NNSA in May 2021, about 60 of its facilities are greater than 40 years old and more than 50 percent are in poor condition. The safety oversight DNFSB provides helps DOE better understand the potential impact of these defense nuclear facilities on public health and safety so they can take action to reduce safety risks.

Travel (OC 21)

The Board requests \$1,214,500 to support the official travel of Board members and staff. This increase is driven by an enhanced need for oversight of defense nuclear facilities that aligns to DOE's modernization efforts, necessary travel increases to execute the Board's mission. Extensive travel to the various DOE defense nuclear facilities located throughout the United States is necessary for Board members and staff to conduct first-hand safety assessments of operations and associated health and safety issues. To fulfill its mission, the Board assigns technical staff teams to near-continuous monitoring of major startup, testing, restart, or other activities at various DOE sites.

Travel funds are also used to pay for expenses associated with public hearings and meetings at or near DOE sites, where any interested persons or groups may present comments, technical information, or data concerning health and safety issues under the Board's purview.

Transportation of Things (OC 22)

The Board has included \$112,500 in its FY 2024 Budget Request for the shipment of household goods for employees relocating to/from the Washington, D.C. area and/or becoming Resident Inspectors at DOE facilities.

Rental Payments to GSA (OC 23.1)

The Board requests funds totaling \$3,055,700 to reimburse the U.S. General Services Administration (GSA) for projected office rental costs based on the rent estimate received from GSA. This overhead expense represents approximately eight percent of the Board's FY 2024 estimated obligations. The Board entered a 10-year lease in March 2016 for its headquarters in Washington, D.C.

Communications and Utilities (OC 23.3)

The Budget Request includes \$458,500 for projected communications support costs. This amount includes prioritizing information technology modernization and cybersecurity. Funds in this account will be used for voice over internet protocol telephone service, smartphone services, Internet access charges (both at the Board’s headquarters and its alternate continuity of operations (COOP) location), postage and overnight delivery costs, and special messenger services. The physical COOP space is located at a DOE facility, and all costs necessary for maintaining the readiness of the alternate location are included under this OC. The COOP location includes the agency back-up servers providing cybersecurity redundancy in the case of a ransomware attack.

Printing and Reproduction (OC 24)

The Budget Request includes \$20,900 for reimbursing the U.S. Government Publishing Office for publication of required legal notices in the Federal Register.

Advisory and Assistance Services (OC 25.1)

The Budget Request includes \$175,000 for training of the Board’s engineers and scientists, as well as technical service contracts.

Other Services (OC 25.2)

The Budget Request includes \$8,510,100 to fund a wide range of recurring information technology and administrative support needs of the Board in FY 2024 in areas such as physical and cybersecurity, information technology (IT), administrative support, and support for human capital planning, recruiting, and training of the Board’s professional and administrative staff, including members of the Senior Executive Service.

This amount includes additional expenses supporting information technology and cybersecurity enhancements. The funding is necessary to support network administration, system, user monitoring, and securing cloud-based assets and services. Also, this funding will provide the necessary resources for these IT security and mission support activities. This is critical in advancing the agency’s efforts to secure High Value Assets through initiatives integral to Zero Trust Architecture implementation and continued upgrades to mission critical software and hardware.

The funding will enable the Board to tackle critical IT modernization projects aligned with the fast pace of changing technology. The agency must continue to procure software licenses and support, as well as hardware upgrades and maintenance to further its operations and its mission. The funding will provide sustainable technology and infrastructure to meet critical modernization initiatives under the President’s Management Agenda. For example, by automating current DNFSB IT manual processes, the agency will improve access to data and strengthens data infrastructure.

The Board has entered into a memorandum of understanding to partner with the Cybersecurity and Infrastructure Security Agency to enhance the prevention, detection, assessment, and remediation of cyber incidents. The budget request reflects a substantial investment to modernize and improve the agency's approach to its IT systems consistent with Executive Order 14028 and the Federal Information Security Modernization Act. The agency will improve its cybersecurity posture by transitioning away from unsupported hardware and software. This also leads to consolidation of enhanced and strengthened network architectures

This amount also supports the agency's work to advance equity. It includes contract support for the agency's revitalized special emphasis, anti-discrimination, and EEO program. This contract support provides programming for awareness and participation in the agency mission by people who have been historically underserved, underrepresented, marginalized, or affected by inequality.

Government Services (OC 25.3)

The Budget Request includes \$1,353,600 for reimbursable support agreements with other federal agencies and increases in other government service provider costs. The Board uses cross-servicing arrangements for physical security, accounting and payroll processing services, health unit, employee background investigations for security clearances, and Employee Assistance Program services.

Additionally, the Board requests funding for Official Reception and Representation functions; not to exceed \$1,000.

Operation and Maintenance of Facilities (OC 25.4)

The Board requests \$74,600 for maintaining/updating the Board's facilities (e.g., carpet replacement, heating, ventilation, and air conditioning maintenance; building alterations; and plumbing repairs outside the scope of the building lease).

Operation and Maintenance of Equipment (OC 25.7)

The Board requests \$314,000 for maintaining and repairing Board equipment (e.g., IT systems, copier maintenance agreements, repair of office equipment) and for storage of household goods associated with a permanent change of station.

Supplies and Materials (OC 26)

The Board requests \$399,300 for continued access to numerous technical standards databases, legal research services, IT system components, and general office supplies and materials. The funding is needed to subscribe technical publications and also to procure IT system components such as graphic cards, computer cables, keyboards, switches, and laptop batteries for operation.

Acquisition of Assets (OC 31)

The Board requests \$524,600 in acquisition of assets. This amount includes IT equipment and software supporting the Board's operations, such as minor enhancements to existing software systems, and replacement of end-of-life office equipment. The acquisition of these assets is necessary to ensure continued operations through modernization and enhanced cybersecurity.

FY 2022 ANNUAL PERFORMANCE REPORT

Overview

The Board approved a Strategic Plan for FY 2022-2026 that established revised strategic goals and objectives in May 2022. The Board's FY 2022 Annual Performance Plan (APP) was executed in alignment with these goals and objectives. As part of this initiative, the Agency migrated away from strategic goals, objectives, and measures that measure only quantitative outputs and instead focused on a mixture of qualitative and quantitative outputs. The FY 2022 Annual Performance Report (APR) presents Agency outcomes described in narrative fashion after each strategic objective. Data is included where relevant and appropriate.

Mission Statement

The mission of the Board shall be to provide independent analysis, advice, and recommendations to the Secretary of Energy to inform the Secretary, in the role of the Secretary as operator and regulator of the defense nuclear facilities of the Department of Energy, in providing adequate protection of public health and safety at such defense nuclear facilities, including with respect to the health and safety of employees and contractors at such facilities.

Vision Statement

To secure a safe future for the American people through proven technical excellence and transparency that inspires public confidence as the defense nuclear enterprise evolves.

Organizational Structure

The Defense Nuclear Facilities Safety Board is an independent organization within the executive branch of the United States Government, chartered with the responsibility of providing recommendations and advice to the President and the Secretary of Energy regarding public health and safety issues at DOE defense nuclear facilities. The Board is comprised of up to five Presidentially-appointed, Senate-confirmed Board Members. The Office of the Executive Director of Operations was established in FY 2021 and oversees the Agency's administrative and technical operations, provides direct Board support, manages congressional, public, and intergovernmental affairs, and leads the Agency's Equal Employment Opportunity program, among other duties. The Office of the Technical Director supports the Board by providing expertise in the fields relating to the design, construction, operation, and eventual decommissioning of defense nuclear facilities. The Office of the General Manager supports the Board by providing expertise in the fields of human resources, budget and finance, information technology, security (including cybersecurity), contracting, and records management. The Office of the General Counsel manages the Agency's compliance with all legal requirements and provides direct legal support to the Board, as well as to the Agency's other offices.

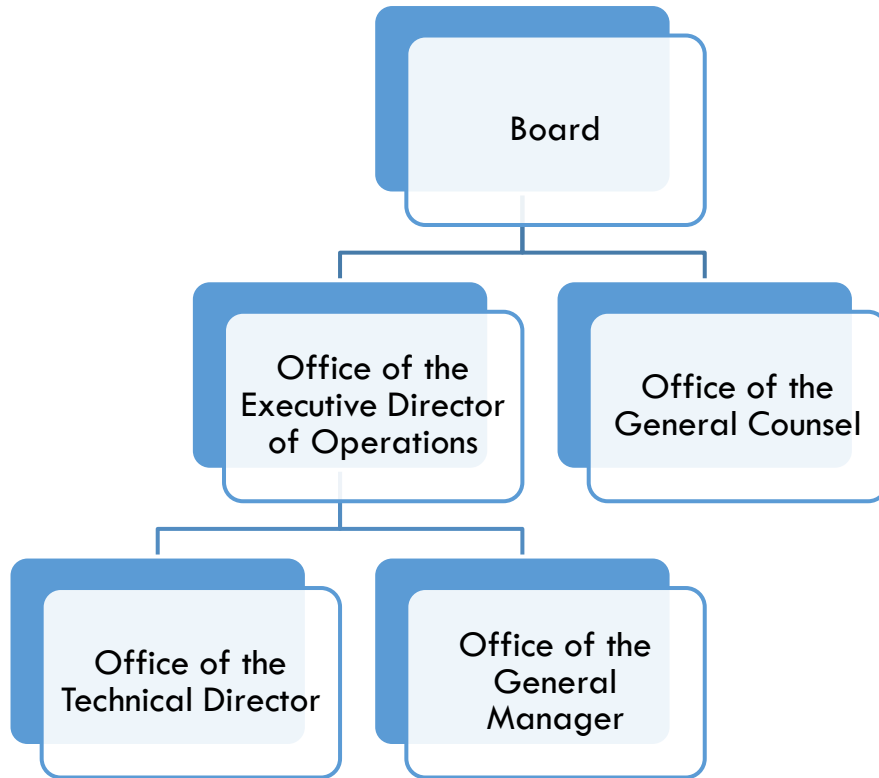


Figure 1. DNFSB Organizational Structure

Strategic Goals and Strategic Objectives (FY 2022 APR)

The Board’s Strategic Plan for FY 2022–2026 sets forth a broad vision of how the Board will fulfill its statutory mission to “provide independent analysis, advice, and recommendations to the Secretary of Energy to inform the Secretary, in the role of the Secretary as operator and regulator of the defense nuclear facilities of the Department of Energy, in providing adequate protection of public health and safety at such defense nuclear facilities, including with respect to the health and safety of employees and contractors at such facilities.” The FY 2022 APR is aligned with the strategic goals and objectives defined in the Board’s Strategic Plan for FY 2022–2026.

GOAL 1

Provide proactive and independent safety oversight of the defense nuclear complex.

Strategic Objective 1.1—Complete timely, high-quality safety reviews that identify and analyze safety issues and best practices, and search for similar challenges complex-wide.

Strategic Objective 1.2—Develop and issue advice and recommendations designed to ensure safety and employ best practices within the defense nuclear complex.

Strategic Objective 1.3—Provide robust field oversight of facilities and projects across the defense nuclear complex.

GOAL 2

Enhance transparency of ongoing Agency initiatives and the state of safety within the defense nuclear complex.

Strategic Objective 2.1—Proactively sustain sound working relationships with relevant government and non-governmental entities.

Strategic Objective 2.2—Improve timely dissemination of information about the Board’s priorities and conclusions regarding the state of safety at defense nuclear facilities.

GOAL 3

Develop and maintain an outstanding workforce to achieve the agency’s mission.

Strategic Objective 3.1—Cultivate an agile workforce with the skills necessary to meet the mission.

Strategic Objective 3.2—Use professional development and training to accomplish the mission efficiently and effectively.

Strategic Objective 3.3—Ensure the agency recruits from a diverse, qualified group of potential applicants to secure and maintain a high-performing workforce drawn from all segments of U.S. society.

GOAL 4

Maximize the agency’s performance by pursuing excellence in our culture and operations.

Strategic Objective 4.1—Pursue efficiency through continuous improvement of internal policies and procedures through testing and evaluation.

Strategic Objective 4.2—Establish and maintain a culture that encourages teamwork and innovation across the agency in accordance with core values.

Strategic Objective 4.3—Strengthen operational performance by modernizing agency’s processes and associated infrastructure.

Strategic Objective 4.4—Conduct ongoing communications to reinforce the commitment of all employees to diversity, equity, inclusion, and accessibility.

FY 2022 Performance Summary

Goal 1 —Provide proactive and independent safety oversight of the defense nuclear complex.	
1.1—Safety Reviews	Fully Met
1.2—Advice and Recommendations	Fully Met
1.3—Field Oversight	Fully Met
Goal 2 —Enhance transparency of ongoing Agency initiatives and the state of safety within the defense nuclear complex.	
2.1—Working Relationships	Fully Met
2.2—Timely Dissemination of Information	Fully Met
Goal 3 —Develop and maintain an outstanding workforce to achieve the agency’s mission.	
3.1—Agile Workforce	Partially Met
3.2—Development and Training	Partially Met
3.2—Recruits Diverse, Qualified Individuals	Fully Met
Goal 4 —Maximize the agency’s performance by pursuing excellence in our culture and operations.	
4.1—Internal Policies and Procedures	Partially Met
4.2—Culture	Fully Met
4.3—Agency Processes and Infrastructure	Fully Met
4.4—Ongoing Communications	Partially Met

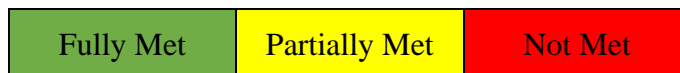


Figure 2. DNFSB Performance Summary

FY 2022 Performance Detail

STRATEGIC GOAL 1

Provide proactive and independent safety oversight of the defense nuclear complex.

Strategic Objective 1.1: Complete timely, high-quality safety reviews that identify and analyze safety issues and best practices, and search for similar challenges complex-wide.

Key Performance Goal 1.1.1: Prioritize and execute reviews to maximize impact on safety.

Key Performance Goal 1.1.2: Conduct cross-cutting as well as site-specific reviews, identifying safety concerns and best practices in work products.

Fiscal Year	Performance Measure 1.1.1	Target	Result
2022	Progress on the Board’s principal areas of nuclear safety oversight.	<ul style="list-style-type: none"> Advance aging infrastructure safety oversight efforts by developing and starting at least one principal review in this area. Integrate aging infrastructure observations or findings into at least three ongoing initiatives or Board-level engagements with DOE senior leadership to further emphasize the effort. 	Fully Met

Discussion

Performance Measure 1.1.1 is fully met for FY 2022.

The DNFSB began a principal review, *Implementation of Aging Management Programs for Safety Systems and Supporting Infrastructure*, during the third quarter of FY 2022. The primary objective of the review is to evaluate the implementation of aging management programs at defense nuclear facilities located at Pantex Plant, Los Alamos National Laboratory (LANL), Y-12 National Security Complex, SRS, and Hanford Site. The staff will specifically evaluate the accuracy and consistency of data and assessments related to aging management concerns, the process of prioritizing, planning, and executing investments related to aging safety-related systems and supporting infrastructure, and the identification and management of the safety risk of aging systems in the interim. The staff held an introductory meeting with DOE staff, completed their information and document requests, and began developing agendas. The review is expected to conclude in FY 2023, following individual site interactions and further staff analysis.

Additionally, the staff will complete a comprehensive report on the management of aging infrastructure at DOE in FY 2023. The report provides the results of the staff’s analysis of NNSA and DOE Office of

Environmental Management program offices’ requirements and practices related to the management of real property infrastructure associated with DOE’s defense nuclear facilities.

The Board periodically meets with DOE senior leadership, and during these periodic meetings in the third and fourth quarters of FY 2022, Board members engaged on the topic of aging infrastructure. Specifically, the Board met with the NNSA Administrator on May 5, 2022, and discussed concerns with NNSA’s aging infrastructure, including the Department’s implementation plan (IP) for Recommendation 2020-1, *Nuclear Safety Requirements*. The Board met with the Secretary of Energy on June 1, 2022, and part of the discussion focused on Recommendation 2020-1 IP, including items related to the aging infrastructure sub-recommendation. Finally, the Board met with the Secretary’s Senior Advisor on Environmental Management (EM) on August 17, 2022, and also discussed Recommendation 2020-1 IP, including EM’s aging infrastructure-focused plans.

Fiscal Year	Performance Measure 1.1.2	Target	Result
2022	Completion of high priority reviews while demonstrating flexibility to address emerging issues.	<ul style="list-style-type: none"> • Complete seven safety reviews focused on DOE Environmental Management defense nuclear facilities. • Complete seven safety reviews focused on NNSA defense nuclear facilities. • Complete three cross-cutting safety reviews that have broad applicability across the DOE defense nuclear complex, or at minimum affect more than one defense nuclear site. 	Fully Met

Discussion

Performance Measure 1.1.2 is fully met for FY 2022.

During FY 2022, DNFSB completed 10 safety reviews focused on DOE Environmental Management (DOE-EM) defense nuclear facilities, 11 safety reviews focused on NNSA defense nuclear facilities, seven cross-cutting safety reviews, and four safety reviews focused on defense nuclear projects. The full list of these safety reviews is provided in the tables below. As part of the safety review process by OTD, safety concerns are communicated to DOE personnel during the interaction phase of the review, and significant safety issues are documented in staff reports with proposed Board external correspondence, as applicable.

Table 1 - Safety Reviews of DOE-EM Defense Nuclear Facilities

Review Title	Site
Area G Safety Basis	LANL
ARP/AMWTP TRU Waste Characterization, Storage, and Handling Operations	INL
IWTU DOE Readiness Assessment Prior to Confirmatory Run	INL
700C Fan Startup Review	WIPP
SWPF Sustained Operations	SRS
WIPP UG Air Flow Direction	WIPP
Tank and Pipeline Integrity (TAPI)	Hanford
Hanford 242-A Evaporator Facility Safety Approach	Hanford
Hanford TSCR Coupling Thread Damage	Hanford
WIPP Rev 7 DSA and TSR Review	WIPP

Table 2 – Safety Reviews of NNSA Defense Nuclear Facilities

Review Title	Site
W87 and W78 Operational Safety Reviews	Pantex
Plutonium Facility Leak Path Factor Upgrade Supporting Calculations	LANL
SRS Tritium Facilities Electrical Systems Review	SRS
LANL National Criticality Experiments Research Center Operations Criticality Safety Program Review	NNSS
PF-4 Safety Basis Addendum for Heat Source Plutonium Processing	LANL
Tritium Release at Savannah River Site	SRS
W88 Multi-unit Operations	Pantex
Pantex Dosimetry	Pantex
SRS Tritium Stack Analysis	SRS
Onsite Transportation Safety	LANL
SRS Tritium Safety Management Programs	SRS-NA

Table 3 - Cross-cutting Safety Reviews

Review Title	Site
Directives in DOE Site Contracts	Complex-wide
Assessment of DOE Oversight Effectiveness	Complex-wide
Review of DOE's Safety Software Registry	Complex-wide
Criticality Safety Metrics Evaluation for FY 2022	Complex-wide
Oversight Themes from Project Reviews of NNSA Conceptual Design Packages	Complex-wide
Recommendation 2020-1 Follow-Up Activities	Complex-wide
Tech 47 Follow-up Items	Complex-wide

Table 4 - Safety Reviews of Defense Nuclear Complex Projects

Review Title	Site
Uranium Processing Facility Factory Acceptance Testing	Y-12
Waste Treatment Plant-High Level Waste Facility Preliminary Design Review	Hanford
Savannah River Plutonium Processing Facility CD-1 Review	SRS
Enhanced Capabilities for Subcritical Experiments Safety Design Strategy Review and Scoping Visit	NNSS

Fiscal Year	Performance Measure 1.1.3	Target	Result
2022	Work products provided to the Board within specified timeliness metric.	Complete recommendations, draft recommendations, and preparations for public hearings or meetings within timelines established in procedures or by Board vote as applicable.	Fully Met

Discussion

Performance Measure 1.1.3 is fully met for FY 2022.

The Secretary issued a final decision accepting Recommendation 2020-1, *Nuclear Safety Requirements*, on September 8, 2021, and the Board acknowledged receipt of the Secretary’s decision via letter on October 14, 2021. The Board and its staff interacted with DOE during development of the Implementation Plan, which the Secretary transmitted to the Board on June 27, 2022.

In November 2022, the Board conducted a Public Hearing in Santa Fe, NM, regarding legacy cleanup activities performed for the Office of Environmental Management at Los Alamos National Laboratory (LANL), and nuclear safety and increased production activities performed for the National Nuclear Security Administration at the LANL Plutonium Facility. The staff and Board completed preparation activities in a timely manner that supported a comprehensive interaction with DOE and LANL personnel on key safety topics.

All work products, briefings, and support activities for the Board Recommendation and Public Hearings were completed consistent with established timelines. Work products and Board interactions supported high quality Recommendation Products, as well as Public Hearings.

Strategic Objective 1.2: Develop and issue advice and recommendations designed to ensure safety and employ best practices within the defense nuclear complex.

Key Performance Goal 1.2.1: Provide objective, timely, technically accurate, and compelling information to the Department of Energy

Key Performance Goal 1.2.2: Ensure the Department of Energy has enhanced awareness of site-specific and complex-wide safety issues.

Fiscal Year	Performance Measure 1.2.1	Target	Result
2022	Identification and inclusion of both site-specific and complex-wide safety concerns in products developed through routine oversight and reviews.	<ul style="list-style-type: none"> Provide at least 14 written staff reports to the Board for consideration for delivery to the Secretary of Energy within the timelines specified in internal procedures. At least three of the reports should contain complex-wide or cross-cutting safety issues. 	Fully Met

Discussion

Performance Measure 1.2.1 is fully met for FY 2022.

During FY 2022, the Board’s staff provided a total of 20 letters with staff reports or technical enclosures to the Board for consideration for delivery to DOE, each of which provided a detailed basis for identified safety issues. These reports are listed in the table below. Of the reports provided to the Board, four contained complex-wide or cross-cutting safety issues, marked in bold in the table below.

Table 5 – Board Letters with Staff Reports or Technical Enclosures

Date to the Board	Transmitted Date	Topic
8/25/2022	10/6/2022	Hanford TSCR Coupling Thread Damage
7/13/2022	8/11/2022	Los Alamos National Laboratory Plutonium Facility Updated Leak Path Factor Analysis
7/8/2022	8/11/2022	Receipt and Repackaging of Large Amounts of Heat Source Plutonium at the Los Alamos National Laboratory Plutonium Facility
7/6/2022	8/11/2022	Observations Related to the Inadvertent Tritium Release Event
7/1/2022	8/17/2022	Considerations for Waste Isolation Pilot Plant Safety-Related Instrumentation & Control Systems
6/30/2022	8/17/2022	LANL Area G Safety Posture and Justifications for Continued Operation
6/21/2022	8/24/2022	Review of DOE’s Safety Software Central Registry
6/21/2022	8/17/2022	Review of DOE Safety Oversight Effectiveness
6/21/2022	8/2/2022	Savannah River Tritium Enterprise Electrical Review
5/23/2022	7/19/2022	Review of the Preliminary Documented Safety Analysis for the High-Level Waste Facility
5/18/2022	7/26/2022	Savannah River Site 296-H Tritium Stack Structural Review
4/7/2022	6/16/2022	Integrated Criticality Safety Program at the National Criticality Experiments Research Center
4/28/2022	Not Applicable	DOE Directives in Site Contracts (provided to the Board, but not issued to the Secretary of Energy)
3/29/2022	5/10/2022	Pantex External Dosimetry Program
12/14/2021	1/24/2022	Conceptual Design Review of the Savannah River Plutonium Processing Facility
11/19/2022	1/6/2022	Safety Concerns with Pit Staging at the Pantex Plant
11/10/2022	1/6/2022	Conceptual design for the Surplus Plutonium Disposition Project at the Savannah River Site
11/05/2022	1/6/2022	Annual nuclear criticality safety reporting requirement
10/22/2021	7/19/2022	Proposed Safety Approach For 242-A Evaporator Facility
10/8/2022	11/24/2021	Conceptual Design of the Los Alamos Plutonium Pit Production Project

Fiscal Year	Performance Measure 1.2.2	Target	Result
2022	Encouragement provided to the Department of Energy to share best practices as well as safety concerns.	Provide to the Board three written staff reports that contain best practices for consideration for delivery to the Secretary of Energy within the timelines specified in internal procedures.	Fully Met

Discussion

Performance Measure 1.2.2 is fully met for FY 2022.

Performance Measure 1.2.2 is effectively an extension of Performance Measure 1.2.1, ensuring that a subset of safety reviews result in communication regarding best practices across the defense nuclear complex. In FY 2022, four staff reports met the criteria.

- 1) The Board issued a letter and report in August 2022 on DOE oversight that included safety oversight best practices that were identified at specific DOE field offices.
- 2) In May 2022, the Board issued a letter and report with a reporting requirement to DOE due the failures in the Pantex dosimetry program. The letter and report include best practices to ensure that aging dosimetry systems at other sites do not have similar problems including exercising backup dosimetry capabilities.
- 3) In July 2022, the Board sent a letter and report noting that the DOE contractor completed technical safety requirements (TSR) several years earlier than originally planned for the Waste Treatment and Immobilization Plant – High-Level Waste Facility. The Board communicated to DOE that it viewed this approach for TSR as a positive development.
- 4) For the Savannah River Plutonium Processing Facility, the Board issued a letter and report in January 2022 that identified safety observations that should be addressed as the project advances into preliminary design. The report identified a best practice used at other sites to credit containers in the safety basis.

Strategic Objective 1.3: Provide robust field oversight of facilities and projects across the defense nuclear complex.

Key Performance Goal 1.3.1: Identify site-specific safety challenges and analyze for commonalities across the complex.

Key Performance Goal 1.3.2: Provide timely information to the Board, acting quickly on emerging issues.

Fiscal Year	Performance Measure 1.3.1	Target	Result
2022	Oversight presence sustained at an appropriate level.	On average, Resident Inspector positions are covered 80% of the time, including through permanent, detail, and temporary coverage.	Fully Met

Discussion

Performance Measure 1.3.1 is fully met for FY 2022.

During FY 2022, RI positions were covered approximately 90% of the time through permanent, detail, and temporary coverage. This is a major improvement from the 75% reported in FY 2021. In order to fill vacancies and replace RIs returning to headquarters, the Board hired two new RIs at SRS, two new RIs at Y-12 National Security Complex/Oak Ridge National Laboratory, and one new RI at LANL. The Board is actively working to fill two current vacancies at Pantex and one vacancy at LANL.

To address coverage needs at Pantex, a staff member conducted a four-month detail at Pantex. In addition, the Pantex Cognizant Engineer and other headquarters staff spent several weeks providing onsite coverage and remotely providing oversight of Pantex activities. Furthermore, the Board permanently increased the number of RIs at SRS from three to four and temporarily increased the number of RIs at Y-12 from two to three to support RI transition activities.

Fiscal Year	Performance Measure 1.3.2	Target	Result
2022	Field experience is shared throughout the Board.	<ul style="list-style-type: none"> At least three site-specific challenges are analyzed for commonalities across the complex. Resident Inspectors and Cognizant Engineers develop and issue weekly and monthly reports respectively 90% of the time. 	Fully Met

Discussion

Performance Measure 1.3.2 is fully met for FY 2022.

The Resident Inspectors conducted eight focus area reviews in FY 2022 looking for commonalities across the complex. Topics included alarm management, emergency preparedness, technical procedures, maintenance, supply chain impacts, and other safety topics. The results of these reviews were briefed with the Board, shared across the agency in the Field Operations monthly report, and discussed with DOE–EM and NNSA personnel.

Resident Inspectors developed and issued weekly reports 100% of the time.

Fiscal Year	Performance Measure 1.3.3	Target	Result
2022	Allegations about safety issues are reviewed and addressed as appropriate.	Develop a draft safety allegations operating procedure for the agency.	Fully Met

Discussion

Performance Measure 1.3.3 is fully met for FY 2022.

The staff developed and circulated a draft operating procedure for Safety Allegations in the second quarter of FY 2022. Receiving, processing, evaluating, and dispositioning safety allegations is a complex process. As a small agency, developing a formal procedure to document this complex process proved challenging. As a result, the agency assigned a red-team to evaluate and improve the draft operating procedure from the second quarter. The red-team developed a process flow chart, presented the process flow chart to the agency’s political and career leadership, and received verbal feedback. The red-team then updated the draft operating procedure. In the fourth quarter of FY 2022, OGC has promulgated a draft operating procedure that appears to address comments from the political and career leadership. The agency expects to have an approved operating procedure in the first quarter of FY 2023, and OGC will lead the agency’s training and implementation efforts.

STRATEGIC GOAL 2

Enhance transparency of ongoing agency initiatives and the state of safety within the defense nuclear complex.

Strategic Objective 2.1: Proactively sustain sound working relationships with relevant government and non-governmental entities.

Key Performance Goal 2.1.1: Maintain effective communications with the Department of Energy at all organizational levels.

Key Performance Goal 2.1.2: Maintain effective communications with Congress.

Key Performance Goal 2.1.3: Maintain effective communications with relevant state, local, and Tribal governments.

Key Performance Goal 2.1.4: Maintain effective communication with the public, including relevant advocacy groups and organizations.

Fiscal Year	Performance Measure 2.1.1	Target	Result
2022	Periodic engagement at the Board and senior staff level with relevant senior DOE officials.	<ul style="list-style-type: none"> • Complete a Memorandum of Understanding and staff supplementary document with the Department of Energy by July 1, 2022. • DNFSB staff will hold meetings with the Departmental Representative, Headquarters Environmental Managements, and Headquarters NNSA staff at least 10 times a year to share information, and staff will provide summaries of information to the Board. • The Board will hold at least two meetings with the Secretary and/or Deputy Secretary of Energy and three meetings with each of the NNSA Administrator and Assistant Secretary (or equivalent) for Environmental Management on high priority nuclear safety topics. 	Fully Met

Discussion

Performance Measure 2.1.1 is fully met for FY 2022.

The Memorandum of Understanding between the Board and the Department of Energy was issued on February 17, 2022. The staff supplementary document with the Department of Energy was issued on June 1, 2022.

During FY 2022, DNFSB staff engaged at the senior staff level with DOE. This engagement took the form of recurring meetings focused on open/developing safety issues and targeted meetings focused on emergent issues that required timely engagement to ensure common understanding between organizations. Technical staff leadership provided to the Board summaries of the information from each engagement normally within a week.

Recurring engagements included:

- The Board’s Technical Director generally held weekly meetings with the DOE Departmental Representative to DNFSB.
- The Board’s Associate Technical Director for Nuclear Weapons Programs generally held meetings every other week with senior personnel from the NNSA Office of Safety.
- The Board’s Associate Technical Director for Nuclear Materials Processing and Stabilization generally held meetings every other week with the DOE-EM Deputy Assistant Secretary for Safety, Security, and Quality Assurance and generally held meetings quarterly with the DOE Manager of the Carlsbad Field Office.
- The Board’s Associate Technical Director for Nuclear Programs and Analysis held quarterly meetings with senior personnel from the DOE Office of Enterprise Assessments, bimonthly meetings with senior personnel from the DOE Office of Nuclear Safety, and monthly meetings with senior personnel from the DOE Office of Environment, Health, Safety, and Security.

Fiscal Year	Performance Measure 2.1.2	Target	Result
2022	Periodic briefings conducted to relevant congressional Members and committees.	The Board or staff reaches out on an annual basis, or as items of interest arise, to relevant congressional Members and committees to provide briefings.	Fully Met

Discussion

Performance Measure 2.1.2 is fully met for FY 2022.

During FY 2022, DNFSB reached out quarterly or more regularly to offer briefings to key congressional stakeholders. Staff hosted eight briefings with congressional staff and committees. These briefings were to the staffs of the House and Senate Armed Services Committees and the House and Senate Appropriations Committees.

DNFSB outreach to the oversight and appropriations committees resulted in the full Congressional support of the requested DNFSB budget.

Fiscal Year	Performance Measure 2.1.3	Target	Result
2022	Periodic outreach conducted to the public, advocacy groups, and non-federal government entities.	The Board or staff reaches out on an annual basis to the public, including relevant advocacy groups and organizations, as well as relevant state, local, and Tribal governments.	Fully Met

Discussion

Performance Measure 2.1.3 is fully met for FY 2022.

DNFSB conducted outreach and met with interest groups during FY 2022. DNFSB conducted at least eight interactions with public groups. These included Board Members and staff discussions with Tewa Women United, Honor Our Pueblo Existence, Concerned Citizens for Nuclear Safety, Breath of My Heart Birthplace, Nuclear Safety Advocates Group, Nuclear Watch New Mexico, Los Alamos Study Group, and SRS Watch. DNFSB staff also met with staff from the Nuclear Regulatory Commission Office of the Inspector General during staff site visits. DNFSB staff also responded to inquiries related to activities at various DOE sites.

Strategic Objective 2.2: Improve timely dissemination of information about the Board’s priorities and conclusions regarding the state of safety at defense nuclear facilities.

Key Performance Goal 2.2.1: Improve transparency through timely posting of the agency’s communications and public engagement.

Key Performance Goal 2.2.2: Ensure that the Board’s work products are made available to Congress through proactive outreach.

Fiscal Year	Performance Measure 2.2.1	Target	Result
2022	Timely publication of weekly/ monthly/ annual reports	<ul style="list-style-type: none"> • Reports to Congress are published to the Board’s public website within four weeks of final Board approval 90% of the time. • Resident Inspector weekly reports and Cognizant Engineer monthly reports are published to the Board’s public website within four weeks of finalization 90% of the time. 	Fully Met

Discussion

Performance Measure 2.2.1 is fully met for FY 2022.

Reports to Congress were published to the Board’s public website within four weeks greater than 90% of the time. Resident Inspector weekly reports and Cognizant Engineer monthly reports were published to the Board’s public website within four weeks greater than 90% of the time. Only 13 out of 325 reports in FY 2022 were posted to the public website after four weeks from finalization of the report.

Fiscal Year	Performance Measure 2.2.2	Target	Result
2022	Routine conduct of business meetings, public hearings, or Board visits.	The Board Members hold public meetings, public hearings, or visits to one or more sites three times during the year.	Fully Met

Discussion

Performance Measure 2.2.2 is fully met for FY 2022.

DNFSB Board Members visited several sites this year including: Savannah River Site; Idaho National Laboratory; Y-12 National Security Complex/Oak Ridge National Laboratory; Los Alamos National Laboratory; Pantex; Lawrence Livermore National Laboratory; and Waste Isolation Pilot Plant.

Fiscal Year	Performance Measure 2.2.3	Target	Result
2022	Timely notification to interested parties of press releases, public hearings, meetings, reports, and recommendations.	<ul style="list-style-type: none"> Proactive notification to Congress provided for press releases, public hearings, public meetings, and recommendations 90% of the time. Post notification of Board public hearings, public meetings, external briefings, and correspondence to the Board’s public website within 1 week of final clearance. 	Fully Met

Discussion

Performance Measure 2.2.3 is fully met for FY 2022.

DNFSB issued 10 press releases in FY 2022 to include two joint press releases with the Department of Energy regarding the finalization of a Memorandum of Understanding between the agencies. DNFSB

notified Congress prior to internet publication of press releases. Further, Congress was notified of all required reports.

STRATEGIC GOAL 3

Develop and maintain an outstanding workforce to achieve the agency’s mission.

Strategic Objective 3.1: Cultivate an agile workforce with the skills necessary to meet the mission.

Key Performance Goal 3.1.1: Establish a multi-year, forward-looking staffing plan to inform budget requests.

Key Performance Goal 3.1.2: Hire well-qualified, motivated individuals to fill vacant positions and to enable effective succession planning.

Key Performance Goal 3.1.3: Ensure resilience in key functions in order to reduce mission vulnerabilities due to projected staff attrition.

Fiscal Year	Performance Measure 3.1.1	Target	Result
2022	Human Capital Plan that includes succession planning, workforce development, and career pathing, and values diverse talents.	<ul style="list-style-type: none"> Develop a draft of the agency Human Capital Plan that is provided to the Board for initial review. Identify areas of resilience and potential gaps in coverage across the agency. 	Partially Met

Discussion

Performance Measure 3.1.1 is partially met for FY 2022.

DNFSB’s Division of Human Resources (DHR) developed a detailed outline of a proposed Agency Human Capital Plan, incorporating sections on succession planning, workforce development, career pathing, and valuing diverse talents. The Office of the General Manager (OGM) secured a vendor to support the drafting and completion of the plan by FY 2023. Completion is expected by the second quarter of FY 2023. DHR developed a comprehensive statement of work to procure services to design and deliver an integrated training and development program for DNFSB Senior Executive Service, General Schedule, and Excepted Service Employees. The program will include executive coaching, the development of leadership competencies, succession planning, mentoring, and a defined process of attaining the next level in a career path, as appropriate. Funding was not available to procure the Training and Development services.

Fiscal Year	Performance Measure 3.1.2	Target	Result
2022	Workforce planning and hiring that supports the Human Capital Plan, budget development, and Board direction.	<ul style="list-style-type: none"> • Increase staffing to at least 108 full-time employees at the agency by July 1, 2022. • Establish an internal staffing plan for FY 2023 through FY 2025 that is aligned to planned budgets. 	Fully Met

Discussion

Performance Measure 3.1.2 is fully met for FY 2022.

DNFSB successfully onboarded 25 employees in FY 2022. The agency established a multi-year staffing plan that identifies positions that will be lost due to attrition and new positions that will position the Agency to fully execute the mission of the Board. The Agency continues to hire new staff and backfill positions vacated through attrition. The multi-year staffing plan aligns with the Agency’s current work plan and five-year budget outlook to ensure staffing will meet Agency mission needs.

Strategic Objective 3.2: Use professional development and training to accomplish the mission efficiently and effectively.

Key Performance Goal 3.2.1: Establish career path options and encourage professional development tailored to employee goals.

Key Performance Goal 3.2.2: Provide new employees at all levels with resources needed to have an impact as soon as practicable upon entering the workforce.

Key Performance Goal 3.2.3: Administer career management policies and practices consistently so that all employees have an equal opportunity for career advancement

Fiscal Year	Performance Measure 3.2.1	Target	Result
2022	Training and development identified and development plans established for employees.	Ensure at least 90% of DNFSB employees have a development plan established (e.g., individual development plan) by July 31, 2022.	Fully Met

Discussion

Performance Measure 3.2.1 is fully met for FY 2022.

In FY 2022 development plans were mandatory for all DNFSB staff, including new hires. Over 90 percent of staff had development plans in place by the deadline.

Fiscal Year	Performance Measure 3.2.2	Target	Result
2022	Developmental opportunities for senior executives, supervisors, and staff.	<ul style="list-style-type: none"> • Draft a training curriculum for first-time federal supervisors. • Establish executive development opportunities for employees who entered the Senior Executive Service within the past three years. • Advertise at least two opportunities for staff development (e.g., long-term details). • Develop a method to capture equal employment opportunity data related to employees selected to long-term detail opportunities 	Partially Met

Discussion

Performance Measure 3.2.2 is partially met for FY 2022.

DNFSB efforts for training and development for career pathing continue to progress. No curriculum was developed for new supervisors. DHR recruited and retained talent by posting jobs as career ladder positions in the General Schedule and redefined the classification standard for the Excepted Service positions. An initial development plan for DNFSB staff will be included with the DNFSB Human Capital Plan that is targeted for completion in the second quarter of FY 2023. A more comprehensive plan will be established by the fourth quarter of FY 2024.

DHR shares the SES Rotation opportunities published by OPM on a bi-weekly basis. The advertisements include detail opportunities as well as vacancies across the government. This list will facilitate interagency executive mobility, help DNFSB implement their Talent Management & Succession Management Programs, as well as help agencies meet the E.O. rotations requirement of increasing the number of executives rotating to improve talent development, mission delivery, and collaboration. Other staff development opportunities such as Senior Executive Service Candidate Development Programs were shared with the staff.

No methodology has been established to capture EEO data for detail opportunities.

Strategic Objective 3.3: Ensure the agency recruits from a diverse, qualified group of potential applicants to secure and maintain a high-performing workforce drawn from all segments of US society.

Key Performance Goal 3.3.1: Establish, broaden, and/or strengthen relationships with organizations to be able to provide recruitment opportunities for women and other underrepresented minorities

Key Performance Goal 3.3.2: Improve outreach and recruitment activities to enhance outreach to diverse audiences

Fiscal Year	Performance Measure 3.3.1	Target	Result
2022	Diversity recruitment efforts enhanced through community organizations, institutions, or other groups	Take additional steps to enhance at least 2 existing channels to recruit women and minorities.	Fully Met

Discussion

Performance Measure 3.3.1 is fully met for FY 2022.

In FY 2021, DNFSB added two HBCUs [Howard and Hampton Universities] to the handshake platform, and a Diversity, Equity, Inclusion, and Accessibility journal subscription/article/publication of DNFSB jobs. This is in addition to using the Handshake recruiting system at North Carolina A&T State University, Alabama A&M University, Delaware State University, Fayetteville State University, Florida Agricultural & Mechanical University, Livingstone College, Morehouse College, Morgan State University, and Norfolk State University, all HBCUs. DNFSB also conducted in person or virtual recruiting at Howard and Hampton Universities.

Fiscal Year	Performance Measure 3.3.2	Target	Result
2022	Enhance efforts to increase representation of persons with disabilities or targeted disabilities	Develop outreach and recruitment efforts that will help increase the number of persons with disabilities or targeted disabilities at the agency in support of its goals (i.e., at least 10% and 1%, respectively).	Fully Met

Discussion

Performance Measure 3.3.2 is fully met for FY 2022.

In September 2022, DNFSB conducted in person recruiting at the Rochester Institute of Technology because of RIT’s National Technical Institute for the Deaf, which is the first and largest technological college in the world. DNFSB also conducted Schedule A hiring authority training for all hiring managers to increase awareness and use of hiring pipelines for persons with disabilities.

STRATEGIC GOAL 4

Maximize the agency’s performance by pursuing excellence in our culture and operations.

Strategic Objective 4.1: Pursue efficiency through continuous improvement of internal policies and procedures through testing and evaluation.

Key Performance Goal 4.1.1: Establish policy statements that lead to mission outcomes consistent with strategic goals and objectives.

Key Performance Goal 4.1.2: Ensure that the Board’s procedures are consistent with strategic goals and objectives.

Key Performance Goal 4.1.3: Ensure that internal procedures and processes reflect policy Statements.

Fiscal Year	Performance Measure 4.1.1	Target	Result
2022	Policy statements and procedures revised to reflect the agency’s strategic plan and policy statements for selected management practices developed	<ul style="list-style-type: none"> Develop drafts of two new policy statements. Initiate drafting an update of the Board’s procedures. 	Partially Met

Discussion

Performance Measure 4.1.1 is partially met for FY 2022.

In FY 2022, DNFSB drafted two Board level policies, which are expected to be finalized in FY 2023. In addition, several management policies were developed and issued to close out prior year FISMA findings including: DNFSB Security Awareness Training Policy; DNFSB Technical Review Board Charter; Supply Chain Risk Management Strategic Plan; and DNFSB Continuous Monitoring Policies and Procedures. The Board’s Procedures were not updated in FY 2022.

Fiscal Year	Performance Measure 4.1.2	Target	Result
2022	Directives and procedures aligned to Board policy statements and other higher-level guidance.	<ul style="list-style-type: none"> Complete the update to the operating procedures on directives by September 1, 2022. Update at least five directives and five operating procedures. 	Partially Met

Discussion

Performance Measure 4.1.2 is partially met for FY 2022.

DNFSB staff updated three Directives and four Operating Procedures, as well as issued four Notices and one Instruction during FY 2022. Staff work continues on several directives and supplementary documents which will be updated in the coming year. Staff work also continues on the Operating Procedure on Directives, which is in office coordination.

Strategic Objective 4.2: Establish and maintain a culture that encourages teamwork and innovation across the Agency in accordance with core values.

Key Performance Goal 4.2.1: Institutionalize core values in all phases of employee experience.

Key Performance Goal 4.2.2: Foster open discussions across the Agency on important technical and non-technical topics.

Key Performance Goal 4.2.3: Maintain a culture respectful of diverse points of view

Fiscal Year	Performance Measure 4.2.1	Target	Result
2022	Core values are promoted in onboarding, training, and performance processes.	<ul style="list-style-type: none"> Begin drafting staff training on the agency’s core values. Emphasize agency core values at two or more all-staff gatherings (e.g., All Hands or EDO Update) to advance awareness and implementation of the agency’s core values. 	Fully Met

Discussion

Performance Measure 4.2.1 is fully met for FY 2022.

DNFSB’s core values are integrated into the two-day new employee orientation. For current employees, the core values are reiterated during scheduled All Hands and further emphasized in emails from the EDO or other agency leadership. The performance process integrates DNFSB’s Agency Workforce Fund Plan (AWFP), which aligns the strategic goals and core values (integrity, respect, excellence, and independence) with all employee performance plans. All employee and executive performance plans have a mandatory mission-critical element that links to one or more strategic goals. Therefore, all Agency performance ratings, and ultimately the distribution of performance awards, reflect the employee’s individual contributions toward DNFSB’s overall performance and compliance with the Agency’s core values.

Fiscal Year	Performance Measure 4.2.2	Target	Result
2022	Periodic open forums to discuss agency and related issues that may impact mission or staff.	Hold at least four two-way all staff gatherings where at least three Board Members and one Office Director are present to solicit input from agency staff on important Board matters.	Fully Met

Discussion

Performance Measure 4.2.2 is fully met for FY 2022.

DNFSB held 15 All-hands discussions led by Board Members and/or Office Directors . Additionally, Office Directors host weekly or biweekly open forums with their respective components to discuss office operations and related issues that may impact mission or staff.

Strategic Objective 4.3: Strengthen operational performance by modernizing agency’s processes and associated infrastructure.

Key Performance Goal 4.3.1: Improve efficiency through increased information accessibility and common platforms, where possible.

Key Performance Goal 4.3.2: Be responsive to user needs and/or support requests across all Agency functions.

Fiscal Year	Performance Measure 4.3.1	Target	Result
2022	Up-to-date platforms, systems, and software with interoperability, where possible.	<ul style="list-style-type: none"> Establish Windows Hello across 95% of agency computers by June 30, 2022. Transition to a new timekeeping system due to the retirement of the current system. Identify and select an enterprise resource planning system to manage day-to-day DNFSB business activities. 	Fully Met

Discussion

Performance Measure 4.3.1 is fully met for FY 2022.

During the performance period, the DIT continued to make significant progress with improving the security of the DNFSB’s IT Infrastructure and employee issued equipment. Window’s Hello has been fully deployed across the agency. The Agency also transitioned to the new timekeeping system without any pay disruptions. DNFSB identified and selected an enterprise resource planning system as well as an automated human resource system that will manage the day-to-day DNFSB business activities and streamline human resources functions.

Fiscal Year	Performance Measure 4.3.2	Target	Result
2022	Knowledge transfer programs and information management that support archiving and retrieving information essential to mission and mission support.	<ul style="list-style-type: none"> • Take the initial steps in identifying and selecting an agency records management system by August 31, 2022. • Develop a plan for the agency’s website content so that it meets accessibility standards for people with disabilities. • Transition Tier 1, 2, and 4 personnel security reviews to the agency by July 1, 2022. 	Fully Met

Discussion

Performance Measure 4.3.2 is fully met for FY 2022.

DNFSB staff identified and initiated the procurement of a centralized agency records management system that will be compliant with NARA and FOIA requirements. The target for procuring the system is the second quarter of FY 2023. In the third quarter of FY 2022, DNFSB assumed responsibility for all Tier 1, 2, and 4 level investigations including initiating, reviewing, and releasing to the Defense Counterintelligence and Security Agency new investigations/reinvestigations in e-Qip; releasing fingerprints in USAccess to the Defense Counterintelligence and Security Agency (DCSA) for a Special Agreement Check; established eDelivery, PIPS/CVS, e-Qip, and NP2 portal access for investigation processing; performing adjudications and entering adjudicative decisions in PIP/CVS. DNFSB initiated plans to update website content so that it meets Section 508 accessibility compliance requirements; the target completion date is the first quarter of FY 2024.

Strategic Objective 4.3: Conduct ongoing communications to reinforce the commitment of all employees to diversity, equity, inclusion, and accessibility.

Key Performance Goal 4.4.1: Communicate the Board’s commitment to diversity, equity, inclusion, and accessibility, and equal employment opportunity.

Key Performance Goal 4.4.2: Implement training for employees to ensure a consistent understanding of the agency’s commitment to diversity, equity, inclusion, and accessibility.

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Fiscal Year	Performance Measure 4.4.1	Target	Result
2022	Communicate the Board’s commitment to diversity, equity, inclusion, and accessibility, and equal employment opportunity.	Complete an update to the equal employment opportunity directive and operating procedure and carry out training, as appropriate, that supports the implementation of these documents.	Partially Met

Discussion

Performance Measure 4.4.1 is partially met for FY 2022.

The EEO Directive and Operating Procedure are in draft with initial input from the Office of the General Counsel. The Directive and Operating Procedure will be completed in FY 2023.

Fiscal Year	Performance Measure 4.4.2	Target	Result
2022	Develop and implement practices that demonstrate diversity, equity, inclusion, and accessibility commitment from managers and senior leaders	Develop and begin implementing a system to accurately collect, monitor, and analyze an applicants’ race, national origin, sex, and disability status.	Fully Met

Discussion

Performance Measure 4.4.2 is fully met for FY 2022.

DNFSB uses Monster/USAJOBS for 100% of its vacancy announcements for applicants to the General Schedule pay system positions and is in the process of transitioning all DN pay system position vacancy announcements into Monster/USAJOBS to uniformly process applicants in a manner that will allow collection of EEO data for all agency applicants. In FY 2022, DNFSB began using Monster/USAJOBS for some DN pay system positions. DNFSB continues to work toward complete implementation of the use of Monster/USAJOBS for all vacancy announcements. DNFSB is investigating data collection systems and methods for collecting internal workforce EEO data in further support of Performance Measure 4.4.2.

Other Information

Major Management Priorities and Challenges

Entering into fiscal year 2024, the Board will continue to ensure that it is staffed appropriately to focus on its nuclear safety oversight mission in light of changes at Defense Nuclear Facilities and changes within the Department of Energy’s approach to nuclear safety. The Board will build upon the work it accomplishes in FY 2023 developing a comprehensive human capital strategy to establish a workforce of the future that is inclusive, agile, and engaged, with the right skills to enable mission delivery. The Board will continue to increase its pipeline of highly specialized technical experts and promote diversity, equity, inclusion, and accessibility.

In 2020, congressional authorization and appropriation committees encouraged the Board to work with DOE to develop a bilateral Memorandum of Understanding to address ongoing interface issues between the two agencies. On February 17, 2022, the Deputy Secretary of Energy and the Chair of the Board signed a Memorandum of Understanding. This document provides a stronger foundation for mutual communication, transparency, and information-sharing. Later in 2022 the Board and DOE completed development of a staff-level Supplementary Agreement to implement the Memorandum of Understanding. Senior staff members of both agencies signed the Supplementary Agreement on June 1, 2022. The Supplementary Agreement provides additional detail and processes describing how both agencies’ staff members will carry out the Memorandum of Understanding.

The Board will continue a multi-year effort to achieve a best in government information technology and cybersecurity infrastructure that meets government-wide standards and defeats the evolving cybersecurity threats. The multi-faceted approach will accomplish compliance with new requirements from the President and Congress, be compatible with a modern decentralized workforce, and provide flexibility and resilience in the event of a continuity of government event or cyber-attack.