

FY 2025  
Congressional  
Budget Justification

FY 2023  
Annual Performance  
Report



Defense Nuclear  
Facilities Safety Board

**March 11, 2024**

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## Defense Nuclear Facilities Safety Board

### FY 2025 Congressional Budget Justification and FY 2023 Annual Performance Report

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## FY 2025 REQUEST EXECUTIVE SUMMARY

The mission of the Defense Nuclear Facilities Safety Board (“DNFSB” or “Board”), codified in 42 U.S.C. § 2286a(a), is 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 Fiscal Year (FY) 2025 President’s Budget Request provides \$47,210,000 and 128 full-time equivalents (FTEs) for the Defense Nuclear facilities Safety Board to carry out its mission in FY 2025.

The Board’s foundation is built on the expertise of its Board members and its staff in support of the Board’s mission to conduct nuclear safety oversight, and approximately seventy percent of the Board’s annual budget is dedicated to salaries and benefits. In line with the President’s Management Agenda, DNFSB aims to attract, hire, develop, and empower talented individuals well-suited and prepared to carry out its mission. Consequently, the Board will continue to execute a staffing plan for FY 2025, focused on hiring and maintaining highly skilled engineers, scientists, and professionals to support the agency’s nuclear safety mission.

Additionally, in FY 2025, the Board will continue its substantial effort through its Equal Employment Opportunity (EEO) program to recruit and hire a diverse workforce, including its highly specialized technical positions. Consistent with Executive Order 13985, the EEO program helps ensure that the Board promotes equal opportunity and is free from discrimination and harassment. This effort includes continuous focus on employee engagement and improved communications. These investments enable the staff to do mission-critical work more efficiently and effectively.

The Board’s FY 2025 request includes capabilities and improvements to cybersecurity, physical security, secure communications, information technology modernization, technical efficiencies, organizational effectiveness, and progress on diversity, equity, inclusion, and accessibility throughout the agency. This will help ensure the Board has the resources needed to execute its mission while complying with evolving requirements.

### Operating Expense Summary

**FY 2025 Congressional Budget Justification – FY 2023 Annual Performance Report  
Defense Nuclear Facilities Safety Board**

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	<b>FY 2023 Actual</b>	<b>FY 2024 CR Level</b>	<b>FY 2025 President’s Budget Request</b>
<b>Budget Authority</b>	\$41	\$41	\$47
<b>Obligations</b>	\$40	\$41	\$47

*Numbers in millions*

### **Personnel Summary**

	<b>FY 2023 Actual</b>	<b>FY 2024 CR Level</b>	<b>FY 2025 President’s Budget Request</b>
<b>Statutory Personnel (FTE) Ceiling</b>	130	130	130
<b>FTE Usage</b>	116*	120	128

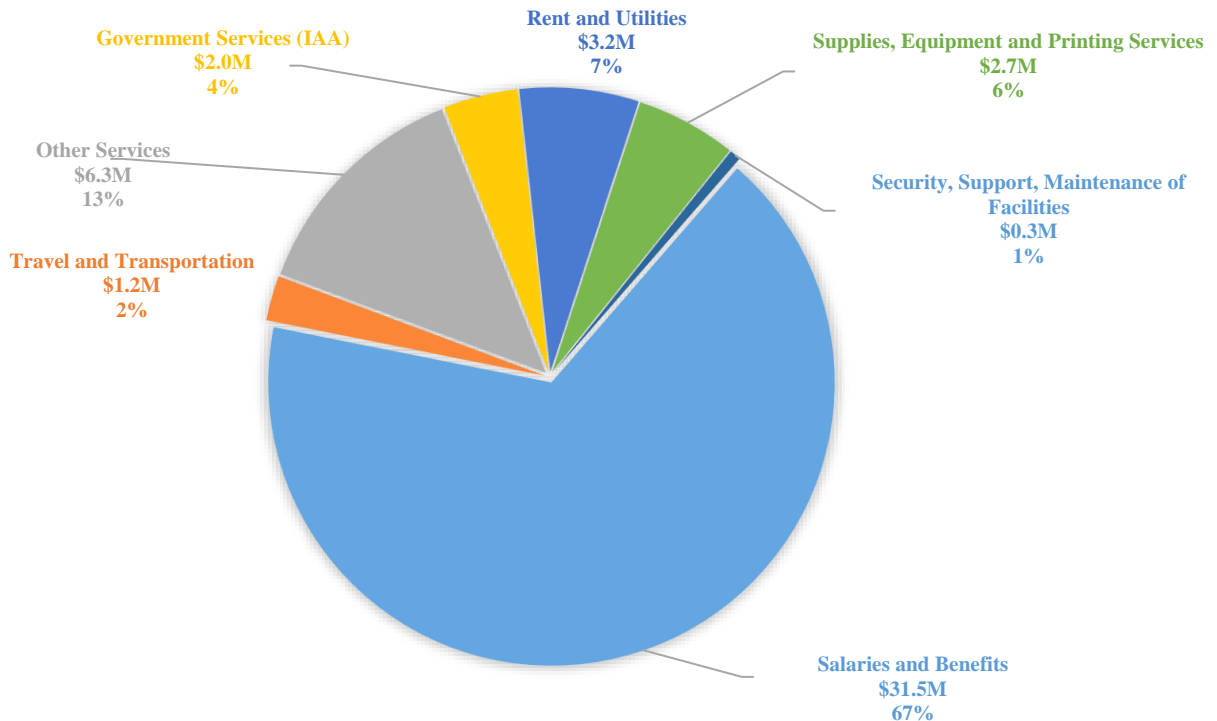
*\* FY 2023 Approved FTE Usage was 120*

## FY 2025 BUDGET RESOURCE REQUEST SUMMARY

<b>Budget Account</b>	<b>FY 2023 Actual</b>	<b>FY 2024 CR Level</b>	<b>FY 2025 President's Budget Request</b>
SALARIES AND BENEFITS	\$27	\$28	\$31.5
TRAVEL AND TRANSPORTATION	\$1	\$1.3	\$1.2
OTHER SERVICES	\$6	\$5.3	\$6.3
GOVERNMENT SERVICES	\$2	\$1.8	\$2.0
RENT AND UTILITIES	\$3	\$3.7	\$3.2
SUPPLIES, EQUIPMENT AND PRINTING SERVICES	\$1	\$1.1	\$2.7
SECURITY, SUPPORT, MAINTENANCE OF FACILITIES	\$0.3	\$0.2	\$0.3
<b>TOTAL OBLIGATIONS</b>	<b>\$40.1</b>	<b>\$41.4</b>	<b>\$47.2</b>
NEW BUDGET AUTHORITY	\$41.4	\$41.4	\$47.2
UNOBLIGATED BALANCE - PREV. FY	\$6.7	\$8.3	-
RECOVERY OF PRIOR YEAR OBLIGATIONS	\$0.3	\$0.3	\$0.3
<b>TOTAL BUDGETARY RESOURCES</b>	<b>\$48.5</b>	<b>\$50</b>	<b>\$47.5</b>

*Numbers in millions. Numbers may not sum due to rounding.*

### FY 2025 TOTAL PROJECTED OBLIGATIONS = \$47.2M



## FY 2025 Budget Request Justification Overview

### Salaries and Benefits

The FY 2025 request includes funding of \$31.5 million to support the projected salary and benefit costs for 128 FTEs. The funding for salaries and benefits represents two-thirds of the Board's FY 2025 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 2 percent in January 2025
- Employee benefits of 30 percent of salaries

*(Note: Personnel benefit 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. 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. Other technical 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 nuclear facilities are a key aspect of the continued viability of the nation's strategic deterrent. Without effective operational safety, there is great risk of interruption to the operations that sustain the nuclear weapon programs that are foundational to our national security. This directly supports President Biden's National Security Strategy issued on October 12, 2022, where he highlighted the ongoing need to "ensure our nuclear deterrent remains responsive to the threats we face," and further stated "we are modernizing the nuclear Triad, nuclear command, control, and communications, and our nuclear weapons infrastructure, as well as strengthening our extended deterrence commitments to our Allies."

In recent years, the DOE, in particular the National Nuclear Security Administration (NNSA), has seen budget increases to support the modernization of the strategic deterrent. This has translated into more programs that require enhanced 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 Savannah River Site 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 percent 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**

The Board requests \$1.1 million to support the official travel of Board members and staff. Operational 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**

The Board has included \$100,000 in its FY 2025 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 U.S. General Services Administration (GSA)**

The Board requests funds totaling \$3.1 million to reimburse the 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 2025 estimated obligations. The Board entered a 10-year lease in March 2016 for its headquarters in Washington, D.C.

### **Communications and Utilities**

The Budget Request includes \$134,000 for projected communications support costs. This amount includes information technology, cybersecurity, and wireless communication. 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 or other cyber-attack.

### **Printing and Reproduction**

The Budget Request includes \$20,500 for reimbursing the U.S. Government Publishing Office for publication of required legal notices in the Federal Register.

### **Advisory and Assistance Services**

The Budget Request includes \$410,000 for training of the Board's engineers and scientists, as well as technical service contracts.

### **Other Services**

The Budget Request includes \$6.3 million to fund a wide range of recurring information technology and administrative support needs of the Board in FY 2025 in areas such as physical and cybersecurity, information technology (IT), administrative support, recruiting, and training of the Board's professional and administrative staff, including members of the Senior Executive Service.

This amount includes expenses to support information technology and cybersecurity enhancements. The funding is necessary to sustain network administration, system, and user monitoring, and securing cloud-based assets and services. The Board has entered into a memorandum of understanding to partner with the Cybersecurity and Infrastructure Security Agency in order to enhance the prevention, detection, assessment, and remediation of cyber incidents.

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**

The Budget Request includes \$1.6 million for reimbursable support agreements with other Federal agencies. 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 authorization to expend funds for official reception and representation functions; not to exceed \$1,000.

### **Operation and Maintenance of Facilities**

The Board requests \$30,000 for maintaining/updating the Board’s facilities (e.g., heating, ventilation, and air conditioning maintenance; building alterations; and plumbing repairs outside the scope of the building lease).

### **Operation and Maintenance of Equipment**

The Board requests \$280,000 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**

The Board requests \$365,500 for continued access to numerous technical standards databases, legal research services, IT system components, and general office supplies and materials. The additional funding is needed to subscribe to 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**

The Board requests \$2.3 million in acquisition of assets. This amount includes IT equipment and software supporting the Board’s operations, such as major 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.

## **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, \$47,210,000, to remain available until September 30, 2026, of which not to exceed \$1,000 shall be available for official reception and representation expenses.

## FY 2023 ANNUAL PERFORMANCE REPORT

### Overview

The Defense Nuclear Facilities Safety Board (Board) approved a Strategic Plan for FY 2022-2026 that established strategic goals and objectives for the agency. The Board's FY 2023 Annual Performance Plan (APP) was executed in alignment with these goals and objectives. The FY 2023 APP focused on a mixture of qualitative and quantitative measures. The FY 2023 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.

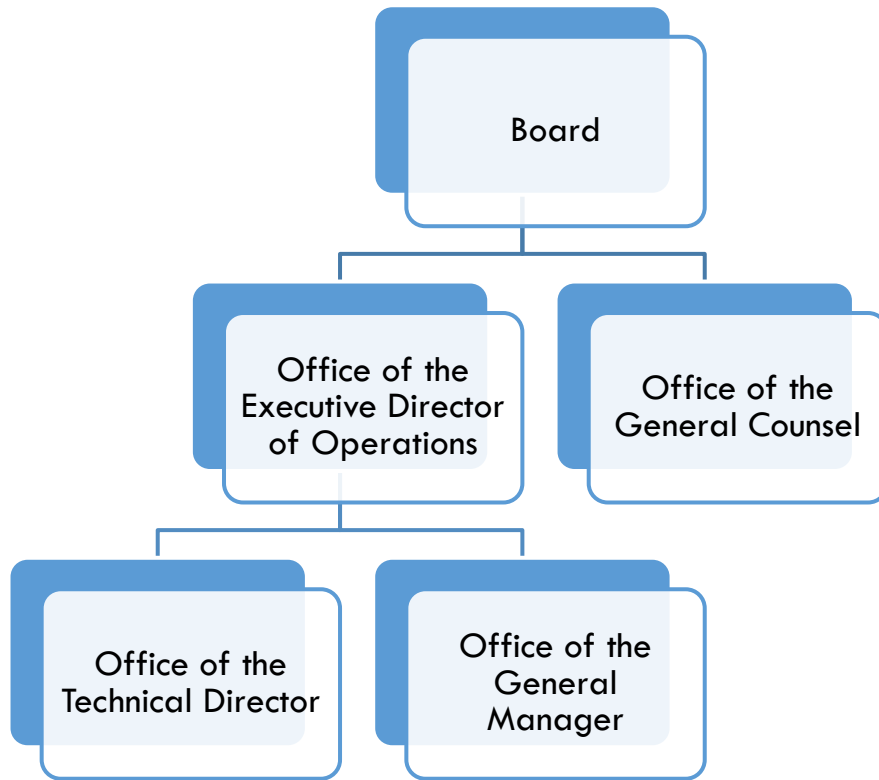
### Vision Statement

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. The Board, when fully staffed, 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 EEO program, among other duties. The Office of the Technical Director supports the Board by providing expertise 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 (including cybersecurity), physical security, 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.



### **Strategic Goals, Objectives, and Performance Summary (FY 2023 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 2023 APR is aligned with the strategic goals and objectives defined in the Board’s Strategic Plan for FY 2022–2026.

**FY 2023 Performance Summary**

<b>Goal 1—Provide proactive and independent safety oversight of the defense nuclear complex.</b>	
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.	
<b>Goal 2—Enhance transparency of ongoing Agency initiatives and the state of safety within the defense nuclear complex.</b>	
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.	
<b>Goal 3—Develop and maintain an outstanding workforce to achieve the agency’s mission.</b>	
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.	
<b>Goal 4—Maximize the agency’s performance by pursuing excellence in our culture and operations.</b>	
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.	

Fully Met	Partially Met	Not Met
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## FY 2023 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.

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

**Performance Measure 1.1.1:** Progress on the Board’s principal areas of nuclear safety oversight.

**Performance Target 1.1.1:**

- Advance aging infrastructure safety oversight efforts by completing at least one principal review in this area.
- Integrate aging infrastructure observations or findings into at least three staff reviews or Board-level engagements with Department of Energy senior leadership to further emphasize the effort.

**Discussion:** Performance Measure 1.1.1 is **fully met** for FY 2023.

The DNFSB continued a principal review, *Implementation of Aging Management Programs for Safety Systems and Supporting Infrastructure* in FY2023. 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, Savannah River Site (SRS), and Hanford Site. The staff specifically evaluated 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 Department of Energy (DOE) staff, completed their information and document requests, developed agendas, and completed some site interactions. The review is expected to conclude in FY 2024, following the remaining site interactions and further staff analysis.

Additionally, the staff completed a comprehensive report on the management of aging infrastructure at DOE in FY 2023 titled *DOE Management of Aging Infrastructure at Sites with Defense Nuclear Facilities*. The report provides the results of the staff’s analysis of National Nuclear Security Administration 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. This report is currently undergoing review.

The Board periodically meets with Department of Energy senior leadership, and during these periodic meetings, Board members engaged on the topic of aging infrastructure. Specifically, the Board met with the Deputy Secretary of Energy on November 9, 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 September 22, 2023, and

part of the discussion focused on Recommendation 2020-1 IP, including items related to the aging infrastructure sub-recommendation benchmarking report. Finally, Board members gave speeches on aging infrastructure at the Waste Management Symposia on March 1, 2023, and at the DOE Nuclear & Facility Safety Programs Workshop on September 12, 2023. The staff assisted with all these efforts, either providing read-aheads or assisting with the speeches.

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

**Performance Measure 1.1.2:** Completion of high priority reviews while demonstrating flexibility to address emerging issues.

**Performance Target 1.1.2**

- Complete eight safety reviews focused on DOE Environmental Management defense nuclear facilities.
- Complete eight safety reviews focused on National Nuclear Security Administration defense nuclear facilities.
- Document all emerging issues that require the addition of a staff review resulting in a workplan adjustment.
- Complete 3 cross-cutting safety reviews that have broad applicability across the DOE defense nuclear complex, or at minimum affect more than one defense nuclear site.
- Complete 4 safety reviews focused on defense nuclear complex projects, including new facilities and major modifications.
- Ensure 90% of products (e.g., recommendations, staff reports, Board letters) that represent completion of a review are completed within specified timeliness metrics.

**Discussion:** Performance Measure 1.1.2 is **partially met** for FY 2023.

During FY 2023, DNFSB completed 11 safety reviews focused on DOE Environmental Management (DOE-EM) defense nuclear facilities, 15 safety reviews focused on National Nuclear Security Administration (NNSA) defense nuclear facilities, six 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; the reviews are documented in internal and external staff reports, Board correspondence, and group weekly reports. In addition, all emerging issues that require the addition of a staff review resulting in a work plan adjustment were documented in the quarterly Work Plan briefings to the Board and were generally also included in group weekly reports. Finally, 86 percent of products (e.g., Recommendations, staff reports, Board letters) that represent completion of a review were completed within specified timeliness metrics. While this is less than the 90 percent associated with the

target, the percentage of timely products improved each quarter in FY2023. In summary, DNFSB fully met 5 of the 6 performance targets associated with Performance Measure 1.1.2.

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

Review Title	Site
SRS Accelerated Basin De-inventory	SRS
Fire Protection Inspection: Testing, Maintenance, and Combustibles at Idaho National Laboratory	INL
Generator Site Technical Review Process Allegation	WIPP
Building 235-F Deactivation	SRS
Building 324 Remediation (Radiological Control – Conduct of Operations)	Hanford
Engineered Controls for Hanford 242-A Evaporator	Hanford
SRS Board Visit	SRS
Savannah River National Laboratory Safety Basis (Rev. 2) Review	SRS
FY23 Tank and Pipeline Integrity	Hanford
Hanford Waste Treatment and Immobilization Plant-Direct Feed to Low Activity Waste Integration of Safety Bases	Hanford
Flammable Waste at Idaho National Laboratory	INL

**Table 2 – Safety Reviews of NNSA Defense Nuclear Facilities**

Review Title	Site
Savannah River Tritium Enterprise Safety Issues	SRS
FY23 NES Evaluation Oversight - NESSs, OSRs, NESMSs, and NCEs	Pantex
PF-4 Fire Suppression System – Seismic Testing of Fittings	LANL
Updated Sitewide Atmospheric Dispersion Analysis	LANL
Review of LANL PF-4 LPF for DOE-STD-3009-2014 DSA	LANL
LANL PF-4 Interim Seismic Risk Evaluation	LANL
LANL On-site Transportation Potential Recommendation	LANL
LANL PF-4 Safety Systems	LANL
Review of EP&R at SNL	SNL
LLNL Recovery Glovebox Line - Building 332 DSA/TSR Review	LLNL
Welding Program Review	Pantex
Recent NNSA Responses to Reporting Requirements	LANL
Evaluation of Pantex Planned Improvements	Pantex
LANL Public Hearing	LANL
SRS Tritium Safety Management Programs	SRS

**Table 3 – Cross-cutting Safety Reviews**

Review Title
DOE Safety Software Central Registry
FY23 DOE-STD-1066, Fire Protection
Emergency Exercise Observations
Review of Annual Criticality Safety Metrics
Quality of Field Office Review and Approval of DSAs
Safety of TRU Waste Storage and Processing

**Table 4 - Safety Reviews of Defense Nuclear Complex Projects**

Review Title	Site
Uranium Processing Facility Equipment Procurement and Installation Review	Y-12
SRPPF Classification of Major Systems for Facility Worker Protection	SRS
Integrated Waste Treatment Unit (IWTU) Readiness Activities	INL
Building 2026 Readiness Activities Review	OREM

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

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

**Performance Measure 1.2.1:** Identification and inclusion of both site-specific and complex-wide safety concerns in products developed through routine oversight and reviews.

**Performance Target 1.2.1:**

- Provide at least 15 pieces of written correspondence relevant to safety (e.g., Recommendations, staff reports, or letters) to the Board for consideration for delivery to the Secretary of Energy.
- Ensure at least 3 of the reports contain complex-wide or cross-cutting safety issues.

**Discussion:** Performance Measure 1.2.1 is **fully met** for FY 2023.

During FY 2023, the staff provided a total of 18 letters with staff reports or technical content to the Board, each of which provided a detailed basis for identified safety issues. These reports are listed in Table 5. Of the reports provided to the Board, four contained complex-wide or cross-cutting safety issues, as noted in the table below.



**Table 5 – Written Correspondence Relevant to Safety Provided to the Board in FY2023**

Review/Topic	Product	Cross-cutting
Savannah River Tritium Enterprise Safety Issues	Letter with reporting requirement	no
SRPPF Facility Worker Protection	Letter with reporting requirement and attachment	no
Seismic Safety at LANL PF-4	Advice Letter	no
LANL On-site Transportation Potential Recommendation	Draft Recommendation	yes
DOE Safety Software Central Registry	Advice Letter	yes
Engineered Controls for Hanford 242-A Evaporator	Letter with reporting requirement	no
Accident Conditions at LANL Plutonium Facility	Letter with reporting requirement and attachment	no
SRNL Safety Basis Review	Letter with Reporting Requirement and staff report	no
Adequate Protection and Oversight Effectiveness at SRS	Advice Letter	no
WTP-DFLAW Integration of Safety Bases Review	Letter with reporting requirement and staff report	no
Welding Program Review	Advice letter with staff report	no
Flammable Waste at Idaho National Laboratory	Letter with reporting requirement and staff report	no
Recent NNSA Examples of Partially- Addressed Board Concerns	Advice Letter	yes
Evaluation of Pantex Planned Improvements	Advice letter with staff report	no
DOE Safety Standards Reviews	Advice Letter	yes
Conduct of Operations at SNL Technical Area V	Advice letter with staff report	no
LANL PF-400 Equivalency for HEPA Filter Deluge System	Letter with reporting requirement and enclosure	no
Reactive Materials Hazards at Y-12	Letter with reporting requirement and staff report	no

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

**Performance Measure 1.2.2:** Encouragement provided to the Department of Energy to share best practices as well as safety concerns.

**Performance Target 1.2.2:** Provide to the Board 3 written staff reports that contain best practices for consideration for delivery to the Secretary of Energy within the timelines specified in internal procedures.

**Discussion:** Performance Measure 1.2.2 is **fully met** for FY 2023.

During FY 2023, the staff provided five staff reports and letters with technical content that contain best practices that the Board communicated to DOE. These best practices are noted in Table 6.

**Table 6 - Written Correspondence which contain Best Practices**

Review Topic	Product	Summary of Best Practice
Savannah River Tritium Enterprise Safety Issues	Letter with reporting requirement	NNSA, in coordination with its management and operating contractor, has initiated several efforts to reduce risk and improve safety of the tritium facilities in terms of physical facility changes, analytical changes, and improvements to safety management programs such as emergency preparedness and response.
Seismic Safety at LANL PF-4	Advice Letter	The Board considers LANL’s approach in assessing the seismic risk for PF-4 as a best practice that DOE should consider applying at other defense nuclear facilities.
Engineered Controls for Hanford 242-A Evaporator	Letter with reporting requirement	The Board is encouraged by the revised path forward for the design and installation of several engineered controls to replace the administrative controls that had been discussed during DOE’s October 2022 briefing to the Board. If carried to completion, this path forward will address the Board’s safety concerns.
WTP-DFLAW Integration of Safety Bases Review	Letter with reporting requirement and staff report	The contractor plans to elevate the waste characteristics administrative control to a Specific Administrative Control.
Recent NNSA Examples of Partially- Addressed Board Concerns	Advice Letter	NNSA’s briefing on the safety posture at the Pantex Plant thoroughly addressed initiatives to sustain the positive trajectory of operational safety performance.

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

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

**Performance Measure 1.3.1:** Oversight presence sustained at an appropriate level.

**Performance Target 1.3.1:**

- Ensure on average, Resident Inspector positions are covered 80% of the time, including through permanent, detail, and temporary coverage.
- Resident Inspectors will be substantially trained within 12 months of onboarding.

**Discussion:** Performance Measure 1.3.1 is **fully met** for FY 2023.

During FY2023, the 14 core Resident Inspector positions had permanent coverage 83% of the time. This percentage is even higher when temporary coverage provided by the Pantex cognizant engineer is added. Furthermore, the agency planned to overhire at Pantex and Hanford during FY 2023 and those two Resident Inspector positions were filled in December 2022 and February 2023, respectively. Since Field Operations was created in 2021, the number of Resident Inspectors has doubled, increasing from 7 to 14. During FY 2023, Field Operations hired four new Resident Inspectors – three for Pantex (one awaiting security clearance) and one for Hanford. This represents a 36 percent increase in staffing in 12 months. This is also the first time the Board has had two permanent Resident Inspectors at Pantex since 2020.

Since the Field Operations Group was created, 11 new Resident Inspectors have been trained. During FY 2023, nine new Resident Inspectors were in various stages of their first-year training. Five resident inspectors hired in late 2021 and 2022 completed their first-year training on time, often months ahead of schedule. The four Resident Inspectors still within their first year are on track to complete their training in FY 2024.

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

**Performance Measure 1.3.2:** Field experience is shared throughout the Board.

**Performance Target 1.3.2:**

- Analyze at least 5 site-specific challenges for commonalities across the complex.
- Develop and issue weekly Resident Inspector and monthly Cognizant Engineer reports 95% of the time.

**Discussion:** Performance Measure 1.3.2 is **fully met** for FY 2023.

The Resident Inspectors conducted seven focus area reviews in FY 2023 looking for commonalities across the complex. Topics included contract performance fees, control of equipment status, fire barriers, fire system inspections and testing, operator aids, procedure compliance, and safety system assessments. 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.

**Performance Measure 1.3.3:** Allegations about safety issues are reviewed and addressed as appropriate.

**Performance Target 1.3.3:**

- Develop and implement a safety allegations operating procedure for the agency.
- Establish a database of safety allegations that allows searching and reporting by topic, date, and location.

**Discussion:** Performance Target 1.3.3 is **fully met** for FY 2023.

In the first quarter of FY 2023, OGC issued a new operating procedure that specifies that procedures for the intake, evaluation, and disposition of safety allegations received from DOE employees, contractor employees, and other members of the public. Pursuant to the safety allegations operating procedure, the allegations coordinator within OGC created a searchable electronic database containing information related to each safety allegation.

Since issuance of the safety allegations operating procedure, the agency has successfully processed six safety allegations.

**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.

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

**Performance Measure 2.1.1:** Periodic engagement at the Board and senior staff level with relevant senior DOE officials.

**Performance Target 2.1.1:**

- Hold meetings with the Departmental Representative at least 45 times a year and provide summaries of information to the Board.
- Hold meetings with headquarters DOE, Environmental Management, and National Nuclear Security Administration staff at least 55 times combined and provide summaries of information to the Board.
- Hold at least 2 meetings with the Board and the Secretary and/or Deputy Secretary of Energy, and 3 meetings with the Board and each of the NNSA Administrator and Assistant Secretary (or equivalent) for Environmental Management on high priority nuclear safety topics.

**Discussion:** Performance Measure 2.1.1 is **fully met** for FY 2023.

During FY 2023, DNFSB staff engaged at the senior staff level with the Department of Energy. The Technical Director and Deputy Technical Director generally held weekly standing meetings with the Departmental Representative and the results of those meetings were reported to the Board at the following Tech Tuesday gatherings. Additionally, technical staff leadership held bi-weekly and periodic meetings with senior staff from the Office of Environmental Management, Office of Environment, Health, Safety, and Security, Office of Enterprise Assessments, and the National Nuclear Security Administration. Technical staff leadership provided summaries to the Board normally within a week.

In FY 2023, the Board held one meeting with the Deputy Secretary of Energy on November 9, 2022, and one meeting with the Secretary of Energy on September 22, 2023. Furthermore, the Board had two meetings with Secretary of Energy's Senior Advisor on Environmental Management and one meeting with the NNSA Administrator.

**Performance Goal 2.1.2:** Maintain effective communications with Congress.

**Performance Measure 2.1.2:** Periodic briefings conducted to relevant congressional Members and committees.

**Performance Target 2.1.2:** Conduct outreach to congressional Members and committees on a quarterly basis on topics of interest relevant to the congressional Members and committees with an offer to provide briefings.

**Discussion:** Performance Measure 2.1.2 is **fully met** for FY 2023

During FY 2023, 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, the House and Senate Appropriations Committees and the Senate Committee on Homeland Security & Governmental Affairs.

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

**Performance Measure 2.1.3:** Periodic outreach conducted to the public, advocacy groups, and non-federal government entities.

**Performance Target 2.1.3:**

- Conduct outreach at least annually to relevant state, local, and Tribal governments.
- Promote advocacy group and public stakeholder awareness of nuclear safety oversight by broadcasting information via the agency website and social media channels.

**Discussion:** Performance Measure 2.1.3 is **fully met** for FY 2023.

DNFSB conducted outreach and met with interest groups during FY 2023. DNFSB conducted at least nine interactions with public groups. These included Board Member and staff discussions with the Hanford Advisory Board, SRS Watch, Citizens for Nuclear Technology Awareness, Los Alamos Study Group, Nuclear Watch New Mexico, Concerned Citizens for Nuclear Safety, Honor our Pueblo Existence, Tewa Women United, Nevada Environmental Management Site-Specific Advisory Board, and the Oak Ridge Environmental Peace Alliance to hear about their safety concerns and inform them of Board activities and issues. The DNFSB staff also gave a briefing to the Radioactive and Hazardous Materials Committee of the New Mexico State Legislature about Board safety concerns at Los Alamos National Laboratory, Sandia National Laboratories, and the Waste Isolation Pilot Plant. DNFSB staff met with staff from the Nuclear Regulatory Commission Office of the Inspector General (OIG) during OIG staff site visits. DNFSB staff also responded to inquiries related to activities at various DOE sites. Additionally, DNFSB did a live broadcast of the November 16, 2022 hearing. The archived video of the hearing is available for viewers to watch on the DNFSB website.

**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.**

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

**Performance Measure 2.2.1:** Timely publication of weekly / monthly / annual reports.

**Performance Target 2.2.1:**

- Publish reports to Congress to the Board’s public website within one week of transmission to Congress.
- Publish Resident Inspector weekly reports and Cognizant Engineer monthly reports to the Board’s public website within 4 weeks of finalization 90% of the time.

**Discussion:** Performance Measure 2.2.1 is **fully met** for FY 2023.

Reports to Congress were published to the Board’s public website within one week 100 percent of the time. Resident Inspector weekly reports and Cognizant Engineer monthly reports were published to the Board’s public website within four weeks 100 percent of the time.

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

**Performance Measure 2.2.2:** Routine conduct of business meetings, public hearings, or Board visits.

**Performance Target 2.2.2:** Collaboration among staff from all offices ensure Board public meetings, public hearings, or Board member site visits are conducted at least 3 times a year.

**Discussion:** Performance Measure 2.2.2 is **fully met** for FY 2023.

DNFSB Board Members held a public hearing at the Los Alamos National Laboratory during the first quarter of the fiscal year. They also visited several sites this year including: Nevada National Security Site; Savannah River Site; Idaho National Laboratory; Y-12 National Security Complex/Oak Ridge National Laboratory; Hanford; Pantex; Lawrence Livermore National Laboratory; and Waste Isolation Pilot Plant.

**Performance Measure 2.2.3:** Timely notification to interested parties of press releases, public hearings, meetings, reports, and recommendations.

**Performance Target 2.2.3:**

- Provide proactive notification to Congress provided for press releases, public hearings, public meetings, and recommendations.
- Post notification of Board public hearings, public meetings, external briefings, and correspondence to the Board’s public website within one week of final clearance.

**Discussion:** Performance Measure 2.2.3 is **fully met** for FY 2023.

DNFSB issued five press releases in FY 2023 and held one public hearing. DNFSB notified Congress prior to internet publication of press releases and in advance of the public hearing. Further, DNFSB posted notification of the public hearing, external briefings and correspondence to the Board’s

public website. Some correspondence was not posted within one week of final clearance, but corrective measures have already been enacted to ensure this metric is achieved in the future.



**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.

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

**Performance Measure 3.1.1:** Human Capital Plan that includes succession planning, workforce development, and career pathing, and values diverse talents.

**Performance Target 3.1.1:**

- Incorporate cross-agency input into a draft Human Capital Plan, including a workforce analysis, and provide to the Board for final review.

**Discussion:** Performance Measure 3.1.1 is **fully met** for FY 2023.

DNFSB’s Division of Human Resources (DHR) developed a detailed proposed Agency Human Capital Plan (HCP) incorporating cross-agency input and provided the draft HCP to the Board for its consideration. The HCP includes strategies on succession planning, workforce development, career pathing, and valuing diverse talents applicable to each office.

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

**Performance Measure 3.1.2:** Workforce planning and hiring that supports the Human Capital Plan, budget development, and Board direction.

**Performance Target 3.1.2:**

- Increase staffing to at least 95% of the staffing level approved by the Board in the staffing plan by July 1, 2023.
- Establish an internal staffing plan for FY 2024 through FY 2025 that is aligned to planned budgets and the Human Capital Plan.

**Discussion:** Performance Measure 3.1.2 is **fully met** for FY 2023

DNFSB successfully reached 118 staff in FY 2023 which was over 98 percent of the staffing level approved by the Board. A draft staffing plan with projections through 2025 was presented to and adopted by the Board for FY 2023. This staffing plan aligned to the agency strategic goals and the priorities of the Board.

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

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

**Performance Measure 3.2.1:** Training and development identified and development plans established for employees.

**Performance Target 3.2.1:** Ensure at least 90% of DNFSB employees have established or updated their individual development plan by July 31, 2023.

**Discussion:** Performance Measure 3.2.1 is **fully met** for FY 2023.

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

**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.

**Performance Measure 3.2.2:** Developmental opportunities for senior executives, supervisors, and staff.

**Performance Target 3.2.2:**

- Establish a core training curriculum for first-time federal supervisors and an introductory executive development curriculum for employees who entered the Senior Executive Service within the past 3 years.
- Advertise at least 2 opportunities for staff development (e.g., long-term details).
- Capture EEO data related to employees selected to long-term detail opportunities.

**Discussion:** Performance Measure 3.2.2 is **partially met** for FY 2023.

DNFSB efforts for training and development for career pathing continue to progress. No curriculum was developed for new supervisors, but a core curriculum and training portal for the DNFSB staff is under development with a curriculum aligned to OPM recommended supervisor training.

The agency shares SES Rotation opportunities published by OPM on a bi-weekly basis with the Executive Staff. The advertisements include detail opportunities as well as vacancies across the government. This list will facilitate interagency executive mobility, help DNFSB implement its Talent Management & Succession Management Programs 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. DNFSB is in the process of determining the best way to capture this data in future years.

DNFSB is working to broaden recruiting efforts and enhance current methodology for underrepresented groups and reporting demographics of new employees, including Schedule A initiatives during the application process.

**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.

**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.

**Performance Measure 3.3.1:** Diversity recruitment efforts enhanced through community organizations, institutions, or other groups.

**Performance Target 3.3.1:** Establish recruiting relationships (e.g., attend associated career fairs, share position openings) with at least 3 organizations that serve women and other underrepresented minorities.

**Discussion:** Performance Measure 3.3.1 is **fully met** for FY 2023.

In FY 2021, DNFSB added two Historically Black Colleges and Universities (HBCUs) to the standardized university recruiting platform and advertised DNFSB job opportunities in a Diversity, Equity, Inclusion, and Accessibility journal. This is in addition to using the university recruiting system at nine HBCUs. DNFSB continues to maintain its recruiting partnerships to foster diversity in its workforce.

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

**Performance Measure 3.3.2:** Enhance efforts to increase representation of persons with disabilities or targeted disabilities.

**Performance Target 3.3.2:** Establish recruiting relationships (e.g., attend associated career fairs, share job openings) with at least 3 organizations that serve those with disabilities.

**Discussion:** Performance Measure 3.3.2 is **fully met** for FY 2023.

In 2023, DNFSB drafted a Schedule A hiring authority operating procedure and conducted 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.

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

**Performance Measure 4.1.1:** Policy statements and procedures revised to reflect the agency’s strategic plan and policy statements for selected management practices developed.

**Performance Target 4.1.1:**

- Develop and issue 2 new policy statements.
- Initiate an update of the Board Procedures.

**Discussion:** Performance Target 4.1.1 is **not met** for FY 2023.

Although the Board has been without quorum since October 2023 and cannot revise policy statements according to statute, the Board continues the drafting of revised policy statements, as well as an update to the Board Procedures.

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

**Performance Measure 4.1.2:** Directives and procedures aligned to Board policy statements and other higher-level guidance.

**Performance Target 4.1.2:**

- Complete the update to the Operating Procedure on the Directives Program by March 1, 2023.
- Update at least five directives or five operating procedures.

**Discussion:** Performance Measure 4.1.2 is **partially met** for FY 2023.

DNFSB staff updated three Operating Procedures, as well as one Notice during FY 2023. Staff work continues on several directives and supplementary documents which will be updated in the coming year.

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

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

**Performance Measure 4.2.1:** Core values are promoted in onboarding, training, and performance processes.

**Performance Target 4.2.1:**

- Ensure all new employees are trained on agency’s core values during onboarding.
- Incorporate the agency’s core values into all annual training materials by linking the training content to the values.
- Emphasize agency core values at 2 or more all-staff gatherings (e.g., All Hands or EDO Update) to advance awareness and implementation of the agency’s core values.

**Discussion:** Performance Measure 4.2.1 is **fully met** for FY 2023.

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 agency leadership. The performance process integrates DNFSB’s strategic goals and core values (integrity, respect, excellence, and independence) into 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.

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

**Performance Measure 4.2.2:** Periodic open forums to discuss agency and related issues that may impact mission or staff.

**Performance Target 4.2.2:** 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.

**Discussion:** Performance Measure 4.2.2 is **fully met** for FY 2023.

DNFSB held six 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 the agency’s processes and associated infrastructure.

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

**Performance Measure 4.3.1:** Up-to-date platforms, systems, and software with interoperability, where possible.

**Performance Target 4.3.1:**

- Ensure agency compliance with Presidential memorandum M-22-09, *Moving the U.S. Government Toward Zero Trust Cybersecurity Principles*, by executing required tasks outlined in Appendix B of the memorandum by established deadlines or meeting General Manager approved deadlines.
- Initiate implementation of the selected enterprise resource planning system and integrate with existing DNFSB business activities.

**Discussion:** Performance Measure 4.3.1 is **fully met** for FY 2023

During the performance period, the DNFSB continued to make significant progress with improving the security of the DNFSB's IT Infrastructure and systems. The agency is on schedule to meet the requirements of the Executive Order. 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. The agency is on-target for its transition schedule for the enterprise resource planning.

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

**Performance Measure 4.3.2:** Knowledge transfer programs and information management that support archiving and retrieving information essential to mission and mission support.

**Performance Target 4.3.2:**

- Implement a new agency electronic records management capability, including transitioning current agency records into new system.
- Ensure 100% of agency's website top level page content meets accessibility standards for people with disabilities. Ensure that 75% of all other content less than five years old meets accessibility standards.

**Discussion:** Performance Measure 4.3.2 is **fully met** for FY 2023.

DNFSB staff identified and initiated the procurement of a centralized agency records management system that will be compliant with National Archives and Records Administration (NARA) and Freedom of Information Act (FOIA) requirements. The agency leveraged the expertise of NARA to examine its record holdings and prepare for transition to an all-electronic system. The agency is on schedule for conducting its planned transition. The agency is on track to upgrade its web content to a higher version supporting automatic accessibility tools.

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

**Performance Goal 4.4.1:** Communicate the Board’s commitment to diversity, equity, inclusion, and accessibility, and EEO.

**Performance Measure 4.4.1:** All agency employees are informed of the Board’s commitment to diversity, equity, inclusion, and accessibility, and EEO.

**Performance Target 4.4.1:** Hold at least five special emphasis events attended by at least 80% of federal agency employees.

**Discussion:** Performance Measure 4.4.1 is **fully met** for FY 2023.

DNFSB held nine special emphasis events in FY 2023. These events are widely attended and appreciated by participants. The events are also recorded for agency employees to view if they missed an event.

**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.

**Performance Measure 4.4.2:** Develop and implement practices that demonstrate diversity, equity, inclusion, and accessibility commitment from managers and senior leaders.

**Performance Target 4.4.2:** Develop and implement training on new EEO Directive and Operating Procedure for all managers and supervisors.

**Discussion:** Performance Measure 4.4.2 is **partially met** for FY 2023.

DNFSB will establish and lead a Diversity, Equity, and Inclusion Advisory Council (DEI-AC) with representation from all agency components to plan and promote leadership engagement on DEI issues.

## Other Information

### Major Management Priorities and Challenges

In 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 plans to hold public hearings to determine best practices for managing aging infrastructure to assist DOE with this challenge going forward. The Board will build upon the work it accomplishes in FY 2024 by finalizing a comprehensive human capital strategy to establish a workforce of the future that is inclusive, agile, and engaged, with the right skills to enable excellence in mission delivery. The Board will continue to increase its pipeline of highly specialized technical experts and promote diversity, equity, inclusion, and accessibility.

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 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 mission delivery.



## APPENDIX 1: ORGANIZATIONAL STRUCTURE

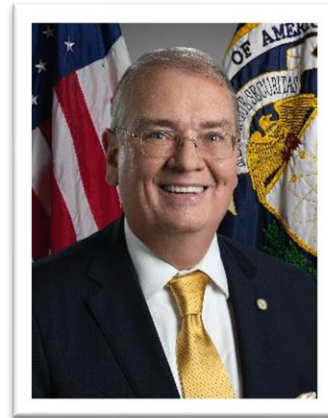
The five-member Board<sup>1</sup> leads the agency in accomplishing its mission and determines actions regarding the safety aspects of the design, construction, operation, and decommissioning of the Department of Energy’s (DOE) defense nuclear facilities.



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### CHAIR

Ms. Joyce L. Connery  
Term Expiring October 18, 2024



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### VICE CHAIR

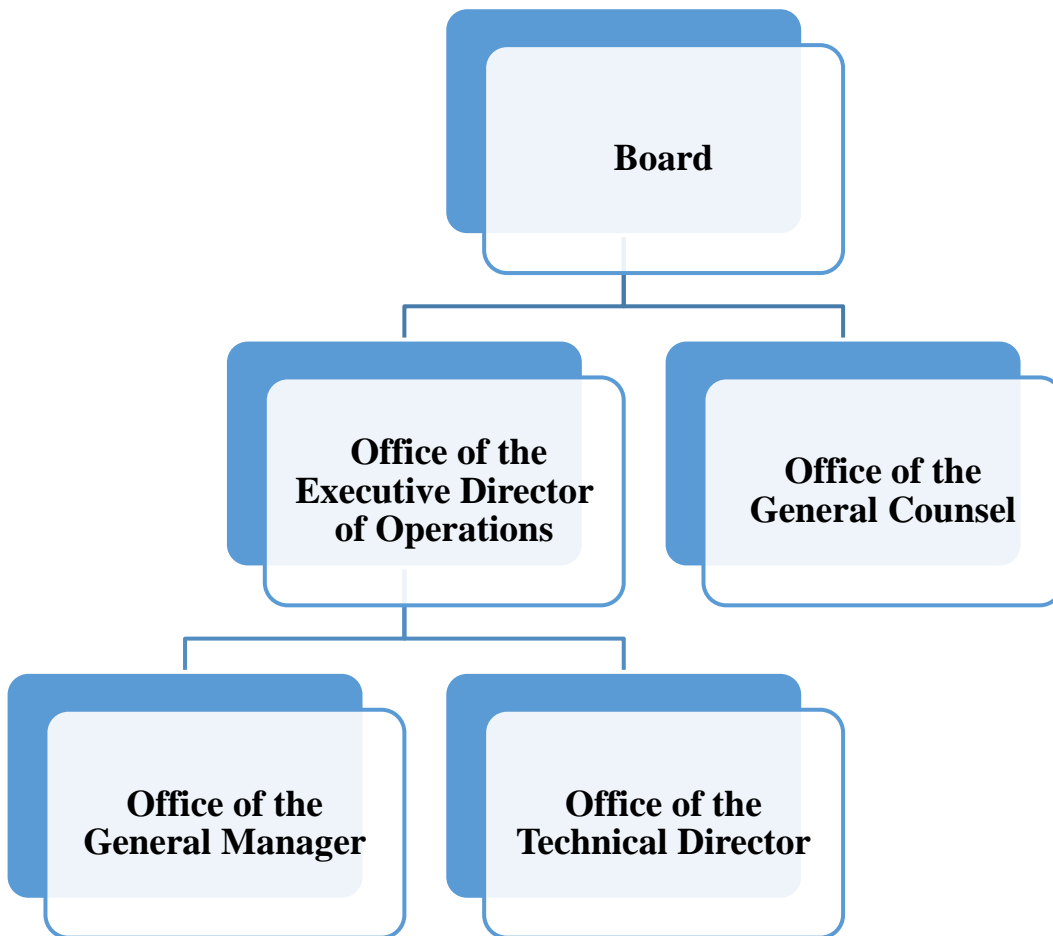
Mr. Thomas A. Summers  
Term Expiring October 18, 2025

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<sup>1</sup> There are currently three 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. Most of the agency FTEs 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.



## APPENDIX 2: REPORT ON OUTSTANDING GOVERNMENT ACCOUNTABILITY OFFICE AND INSPECTOR GENERAL RECOMMENDATIONS

### Good Accounting Obligation in Government Act

The Good Accounting Obligation in Government Act ("GAO-IG Act" or "Act"), P.L. 115-414, requires each federal agency, in its annual budget justification, to include a report on: (1) each public recommendation of the Government Accountability Office (GAO) that is designated by the GAO as "open" or "closed, unimplemented" for one year or more preceding the date on which the annual budget justification is submitted; (2) each public recommendation for corrective action from the agency's Office of the Inspector General (OIG) for which no final action has been taken and which was published not less than one year before the date on which the annual budget justification is submitted.

DNFSB takes all OIG and GAO reports and recommendations seriously and has an excellent record of implementing and closing out recommendations. DNFSB has no OIG recommendations with which it disagreed and is working on implementing all open recommendations. DNFSB currently has 34 open OIG recommendations that were issued prior to March 2023. DNFSB has no current open GAO recommendations.

The following chart provides the implementation status for more than one year (i.e., all open recommendations except for those issued after March 11, 2023), as required by the Act.

<b>OIG and GAO Recommendation Summary</b>			
<b>Auditor</b>	<b>Open</b>	<b>Closed/Unimplemented</b>	<b>Total</b>
GAO	0	N/A	0
OIG	34	32	66

Report No.	Issuance Date	Recommendation	Timeline of Implementation
<b>DNFSB-20-A-04</b>	January 27, 2020	With the involvement of the Office of the Technical Director, develop and implement an Excepted Service recruitment strategy and update guidance to reflect this strategy.	4th Quarter, FY 2024
<b>DNFSB-20-A-04</b>	January 27, 2020	Develop and implement a step-by-step hiring process metric with periodic reporting requirements.	4th Quarter, FY 2024
<b>DNFSB-20-A-04</b>	January 27, 2020	Update and finalize policies and procedures relative to determining the technical qualifications of the Office of the Technical Director (OTD) applicants. This should include examples of experiences such as military and teaching, and their applicability to OTD positions.	4th Quarter, FY 2024
<b>DNFSB-20-A-04</b>	January 27, 2020	Develop and issue hiring-process guidance and provide training to DNFSB staff involved with the hiring process.	4th Quarter, FY 2024
<b>DNFSB-20-A-04</b>	January 27, 2020	Conduct analyses to determine; (1) the optimal SES span-of-control that promotes agency efficiency and effectiveness; and (2) the impact on agency activities when detailing employees to vacant SES positions.	4th Quarter, FY 2024
<b>DNFSB-20-A-04</b>	January 27, 2020	Develop and implement an action plan to mitigate negative effects shown by the SES analyses.	4th Quarter, FY 2024
<b>DNFSB-20-A-05</b>	March 31, 2020	Using the results of recommendations one (1) and two (2) above: Implement an automated solution to help maintain an up-to-date, complete, accurate, and readily available Agency-wide view of the security configurations for all its GSS components; Cybersecurity Team exports metrics and vulnerability reports and sends them to the CISO and CIO's Office monthly for review. Develop a centralized dashboard that Cybersecurity Team and the CISO can populate for real-time assessments of compliance and security policies. Collaborate with DNFSB Cybersecurity Team Support to establish performance metrics in service level agreements to measure, report on, and monitor the risks related to contractor systems and services being monitored by Cybersecurity Team. Establish performance metrics to more effectively manage and optimize all domains of the DNFSB information security program. Implement a centralized view of risk across the organization.	4th Quarter, FY 2024
<b>DNFSB-20-A-05</b>	March 31, 2020	Management should re-enforce requirements for performing DNFSB's change control procedures in accordance with the agency's Configuration Management Plan by defining consequences for not following these procedures and conducting remedial training as necessary.	4th Quarter, FY 2024
<b>DNFSB-20-A-05</b>	March 31, 2020	Continue efforts to meet milestones of the DNFSB ICAM Strategy necessary for fully transitioning to DNFSB's "to-be" ICAM architecture.	4th Quarter, FY 2024
<b>DNFSB-20-A-05</b>	March 31, 2020	Based on the results of DNFSB's supply chain risk assessment included in the recommendation for the Identify function above, update DNFSB's contingency planning policies and procedures to address ICT supply chain risk.	4th Quarter, FY 2024
<b>DNFSB-21-A-04</b>	March 25, 2021	Define an ISA in accordance with the Federal Enterprise Architecture Framework.	4th Quarter, FY 2024

Report No.	Issuance Date	Recommendation	Timeline of Implementation
<b>DNFSB-21-A-04</b>	March 25, 2021	Use the fully defined ISA to: a) Assess enterprise, business process, and information system level risks; b) Formally define enterprise, business process, and information system level risk tolerance and appetite levels necessary for prioritizing and guiding risk management decisions; c) Conduct an organization wide security and privacy risk assessment; and, d) Conduct a supply chain risk assessment.	4th Quarter, FY 2025
<b>DNFSB-21-A-04</b>	March 25, 2021	Using the results of recommendations in bullets one (1) and two (2) above: a) Collaborate with the DNFSB's Cybersecurity Team to establish performance metrics in service level agreements to measure, report on, and monitor the risks related to contractor systems and services being monitored by IT Operations; b) Utilize guidance from the National Institute of Standards in Technology (NIST) Special Publication (SP) 800-55 (Rev. 1) – Performance Measurement Guide for Information Security to establish performance metrics to more effectively manage and optimize all domains of the DNFSB information security program; c) Implement a centralized view of risk across the organization; and, d) Implement formal procedures for prioritizing and tracking POA&M to remediate vulnerabilities.	4th Quarter, FY 2025
<b>DNFSB-21-A-04</b>	March 25, 2021	Finalize the implementation of a centralized automated solution for monitoring authorized and unauthorized software and hardware connected to the agency's network in near real time. Continue ongoing efforts to apply the Track-It!, ForeScout and KACE solutions.	4th Quarter, FY 2024
<b>DNFSB-21-A-04</b>	March 25, 2021	Implement a technical capability to restrict new employees and contractors from being granted access to the DNFSB's systems and information until a non-disclosure agreement is signed and uploaded to a centralized tracking system.	4th Quarter, FY 2025
<b>DNFSB-21-A-04</b>	March 25, 2021	Implement automated mechanisms (e.g., machine-based, or user based enforcement) to support the management of privileged accounts, including for the automatic removal/disabling of temporary, emergency, and inactive accounts, as appropriate.	4th Quarter, FY 2025
<b>DNFSB-21-A-04</b>	March 25, 2021	Continue efforts to develop and implement role-based privacy training.	4th Quarter, FY 2024
<b>DNFSB-21-A-04</b>	March 25, 2021	Conduct the agency's annual breach response plan exercise for FY 2021.	4th Quarter, FY 2024
<b>DNFSB-21-A-04</b>	March 25, 2021	Based on the results of the DNFSB's supply chain risk assessment included in the recommendation for the Identify function above, update the DNFSB's contingency planning policies and procedures to address ICT supply chain risk.	4th Quarter, FY 2024
<b>DNFSB-22-A-04</b>	December 17, 2021	Update the ISA and use the updated ISA to: Assess enterprise, business process, and information system level risks; Update enterprise, business process, and information system level risk tolerance and appetite levels necessary for prioritizing and guiding risk management decisions.	4th Quarter, FY 2025

Report No.	Issuance Date	Recommendation	Timeline of Implementation
DNFSB-22-A-04	December 17, 2021	Using the results of recommendations one above [update the ISA and use the updated ISA to assess risks]: Utilizing guidance from the National Institute of Standards in Technology (NIST) Special Publication (SP) 800-55 (Rev. 1) – Performance Measurement Guide for Information Security to establish performance metrics to manage and optimize all domains of the DNFSB information security program more effectively; Implement a centralized view of risk across the organization; Implement formal procedures for prioritizing, and tracking POA&Ms to remediate vulnerabilities.	4th Quarter, FY 2025
DNFSB-22-A-04	December 17, 2021	Update the Risk Management Framework to reflect the current roles, responsibilities, policies, and procedures of the current DNFSB environment, to include: Defining a frequency for conducting Risk Assessments to periodically assess agency risks to integrate results of the assessment to improve upon mission and business processes.	4th Quarter, FY 2024
DNFSB-22-A-04	December 17, 2021	Define a Supply Chain Risk Management strategy to drive the development and implementation of policies and procedures for: a. How supply chain risks are to be managed across the agency; b. How monitoring of external providers [assure] compliance with defined cybersecurity and supply chain requirements; c. How counterfeit components are prevented from entering the DNFSB supply chain.	4th Quarter, FY 2025
DNFSB-22-A-04	December 17, 2021	Implement automated mechanisms (e.g., machine-based, or user based enforcement) to support the management of privileged accounts, including for the automatic removal/disabling of temporary, emergency, and inactive accounts, as appropriate.	4th Quarter, FY 2025
DNFSB-22-A-04	December 17, 2021	Continue efforts to implement data loss prevention functionality for the Microsoft Office 365 environment.	4th Quarter, FY 2025
DNFSB-22-A-04	December 17, 2021	Update agency strategic planning documents to include clear milestones for implementing strong authentication, the Federal ICAM architecture and OMB M-19-17, and phase 2 of DHS's Continuous Diagnostics and Mitigation (CDM) program.	4th Quarter, FY 2025
DNFSB-22-A-04	December 17, 2021	Conduct the agency's annual breach response plan exercise for FY 2021.	4th Quarter, FY 2024
DNFSB-22-A-04	December 17, 2021	Continue efforts to develop and implement role-based privacy training for users with significant privacy or data protection related duties.	4th Quarter, FY 2024
DNFSB-22-A-04	December 17, 2021	Allocate and train staff with significant incident response responsibilities.	4th Quarter, FY 2024
DNFSB-22-A-04	December 17, 2021	Develop and track metrics related to the performance of contingency planning and recovery related activities.	4th Quarter, FY 2024
DNFSB-22-A-04	December 17, 2021	Conduct a business impact assessment within every two years to assess mission essential functions and incorporate the results into strategy and mitigation planning activities.	4th Quarter, FY 2024
DNFSB-22-A-04	December 17, 2021	Implement role-based training for individuals with significant contingency planning and disaster recovery related responsibilities.	4th Quarter, FY 2024

Report No.	Issuance Date	Recommendation	Timeline of Implementation
<b>DNFSB-22-A-07</b>	September 29, 2022	Implement a process to ensure a security control assessment for the DNFSB GSS is completed and documented on an annual basis.	4th Quarter, FY 2024
<b>DNFSB-22-A-07</b>	September 29, 2022	Create procedures for vulnerability and compliance management based on risk and level of effort involved to mitigate confirmed vulnerabilities case-by-case such as: a) Prioritizing mitigation in accordance with all requirements specified by CISA BOD 22-01 -Reducing the Significant Risk of Known Exploited Vulnerabilities and Emergency Directives, as applicable. b.) Opening plans of action and milestones to track critical and high vulnerabilities that cannot be addressed within 30 days. c.) Preparing risk-based decisions in unusual circumstances when there is a technical or cost limitation making mitigation of a critical or high vulnerability infeasible with documented, effective compensating controls coupled with a clear timeframe for planned remediation.	4th Quarter, FY 2025

## APPENDIX 3: 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 (approved May 2022) is available on the Internet at [www.dnfsb.gov](http://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).

DNFSB will also complete the FY 2025 Annual Performance Plan later this year, and it will be available on the Board's website upon completion.