

MISSION, VISION, AND STRATEGIES

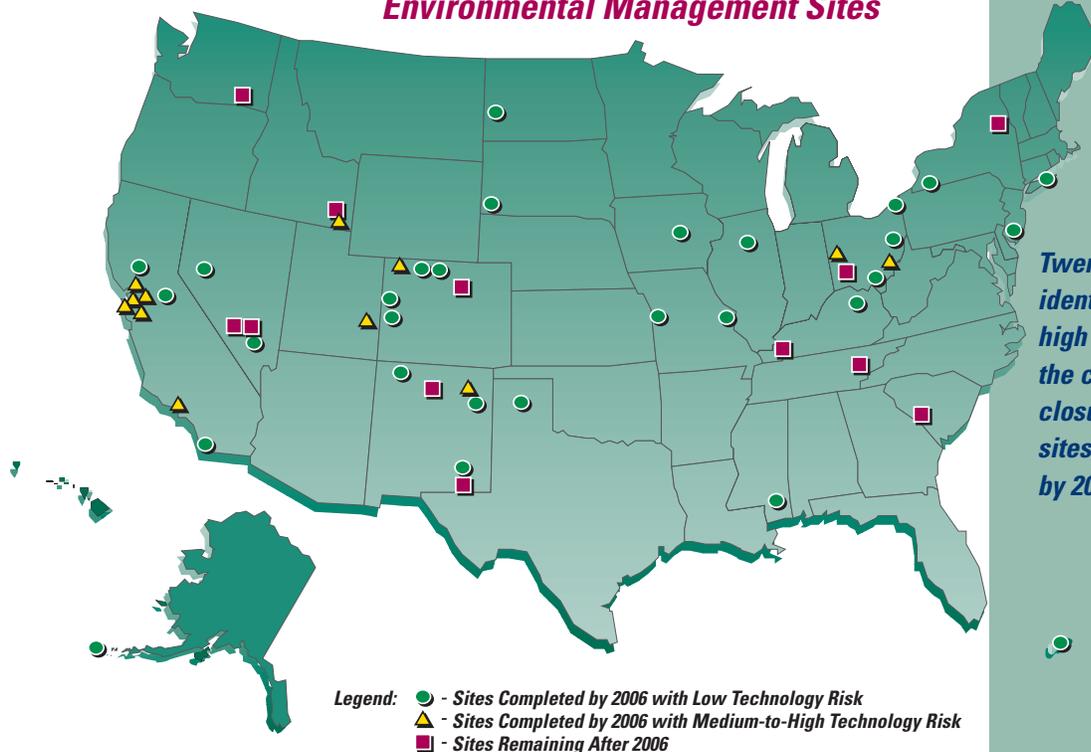
The EM mission is clear: develop and implement environmental protection measures and remediation programs to clean up the legacy of radioactive and chemically hazardous waste and contaminated facilities at sites throughout the DOE nuclear complex. The EM Program vision, articulated in *Accelerating Cleanup: Paths to Closure* (October 1998), is also clear: clean up and transition the majority of operating sites by the year 2006, expedite cleanup of remaining sites, and implement a long-term stewardship program to attack the most complicated and intractable environmental management problems.

OST identifies and formalizes end-user cleanup needs, manages the development of technologies, and assists in successful technology deployment.

EM Mission:
Cleanup the legacy of radioactive and chemical waste.

EM Program Vision:
Cleanup and transition the majority of sites by the Year 2006.

Completion Schedule for Environmental Management Sites



Twenty four sites have identified medium to high risk pathways in the critical path to site closure. One half of those sites are to be closed by 2006.

To fulfill the EM mission, S&T programs must provide a full resource and capability range, from basic research, development, demonstration, and deployment, to technical assistance. These are needed to deliver and fully support developed, deployable S&T solutions to address EM's environmental stewardship problems. Effective development of S&T solutions and their integration into cleanup plans are key to EM mission success.

The OST Management Plan supports and complements other major DOE plans and documents that guide and explain EM cleanup activities. These, as well as the Management Plan, are identified and briefly described in Figure 2.1.

Major Policy-Level Documents	Document Objective
DOE Strategic Plan	Provides DOE mission, vision, and strategic goals and objectives.
Accelerating Cleanup: EM Paths to Closure	Provides long-range planning guidance for EM HQ and Field activities.
EM Integrated Planning, Accounting, and Budgeting Systems Handbook	Defines and describes EM business management processes and tools for conducting EM-wide activities.
EM Science and Technology Strategic Plan	Provides information augmenting the <i>EM Strategic Plan</i> with end-user expectations and strategic approaches for S&T.
EM Research and Development Program Plan	Complements the <i>Path to Closure</i> with R&D planning for the DOE Strategic Business Line: Environmental Business.
OST Management Plan	Provides the OST business approach and general guidance on how OST formulates and manages its programs and activities.

Figure 2.1 - Complementary documents to OST Management Plan.

2.1 Mission

OST's mission is to support EM cleanup program efforts with a full range of S&T resources and capabilities. When in partnership with other EM programs, OST will deliver and support fully developed, deployable, scientific and technological solutions to address EM cleanup and long-term environmental stewardship problems. The OST mission is based on four major S&T objectives:

- **Meet high priority needs** - Prioritize end-user needs, both within each site and nationally, to ensure that EM focuses on the problems with the largest impacts, including those on the critical path to site closure and those representing major technology gaps in project completion
- **Reduce the cost of EM's major cost centers** - Align S&T investments with EM's major cleanup problems
- **Reduce EM's technological and programmatic risks** - Reduce programmatic risks and increase the probability that critical cleanup projects will be completed on time and within budget
- **Accelerate technology deployments** - Ensure new technologies are rapidly deployed by bridging the gap between development and use through site-based assistance; ensure that new advantageous technologies are ready to compete for EM cleanup jobs and rapid deployment.



2.2 Vision

The program and management strategies outlined in the OST Management Plan are driven in part by the EM S&T Program, and by the following vision from the EM Science and Technology Strategic Plan:

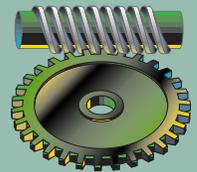
EM science and technology investments, functioning as an integral part of the EM Programs, will provide the scientific foundation, new approaches, and new technologies that bring about significant reductions in risk, cost and schedule for completion of the EM mission. The strongest advocates of EM science and technology will be the EM cleanup project managers, regulatory agencies, and community groups.

2.3 Strategies

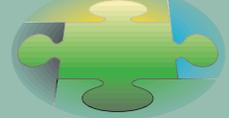
The EM technical program strategies described in the EM Strategic Plan for Science and Technology are also critical influences on OST management strategies. S&T Program strategies are:

- **Solution-Driven** - All S&T activities are focused on supporting implementation decisions, creating solutions to difficult problems, enabling actions that significantly reduce cleanup cost and duration, while maintaining or enhancing safety, or fundamentally transforming the nature of the problem
- **Fully Integrated with Cleanup Programs** - Activities are linked directly to cleanup program goals, with financial accountability transitioning from S&T funding to the cleanup projects as technologies move toward implementation
- **Comprehensive in Scope** - Activities cover the full S&T range, from basic research technology development and technology demonstration, to technical assistance supporting implementation/deployment
- **Credible Decision Processes** - Processes used to set priorities, establish program and project direction, allocate funding, and select project teams are based on clear criteria and applied in an open, transparent manner. EM will use systems engineering and roadmapping to implement the operating principle and achieve the operating values

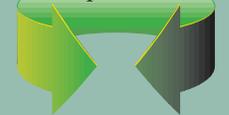
Solution-Driven



Fully Integrated



Comprehensive



Credible Decision Process



EM investment philosophy is founded on four values: solution-focused activities, direct linkage with cleanup goals, full scope from research through demonstration, and positive and purposeful direction.

Other management strategies that OST wishes to emphasize in addition to those in the EM Strategic Plan are:

- **Fully Integrated with the Vendor Community** - As the EM market is procurement-based and supplied with technology products and services by vendors, S&T activities will be fully linked with the vendor community, which assumes financial, technical, and contract risks during technology implementation and works with end users to satisfy site performance requirements
- **Employ Sound Business Practices** - OST will conduct R&D and deployment activities in a way that ensures the greatest possible return from the investment of funds, time, and human resources. OST will also employ practices that reduce risk and provide for environmental cleanup to the greatest extent practical.

2.4 The Future: Managing Change

OST has changed substantially over the past 3 years. While its basic mission of developing and transferring new technologies has not changed, OST's strategy for carrying out its mission has changed dramatically. Current strategies have resulted in major structural changes within the OST Program and major realignments of responsibility between Headquarters and the Field offices. The continued evolution of the OST Program, and of EM as a whole, continues to dictate the refinement of strategies and processes.

Within the context of EM's changing environment, OST will continue to seek and take advantage of management and process improvement opportunities to keep pace with changes in EM direction. OST recently (1998) conducted an in-depth review of management practices, and is now refining its current system to take advantage of "corporate best practices." OST has identified four areas for improvement:

- **Program Focus** - Strengthen S&T project alignment and integration with EM end-user programs by ensuring effective OST program planning, budget formulation, execution, and evaluation activities
- **Roles and Responsibilities** - Align the functional roles and responsibilities of OST organizational elements and partners to embrace and support OST's articulated mission and vision
- **Information Management** - Provide effective internal and external OST communications and streamline information management, while ensuring the consistency and integration of OST's technical program with the EM-wide cleanup program

OST is a dynamic organization dealing successfully with an ever-changing and evolving environment.

OST-defined areas for improvement are:

- *Closer OST and end user project integration and alignment*
- *Alignment of roles and responsibilities to support mission and vision*
- *More effective communication and information management*
- *Better tracking of project and fund control activities.*

- **Project Tracking and Funds Control** - Ensure effective and efficient OST project tracking and funds control activities to enable rapid response to emerging issues and to sustain funding continuity during program execution.

Improvement opportunities in these areas should lead to future benefits, such as:

- Increased number and wider proliferation of new technologies deployed at Field sites
- Reduced levels of effort and time to accomplish core processes
- More rapid, accurate, and efficient responses to Congressional and other inquiries.

Even with fulfillment of these improvements, the long-term vision of OST includes the continuous review of best practices to ensure its management processes are aligned and implemented in the most effective and efficient way to meet the EM Program vision and goals.

Additional detail on these improvement areas is located in Appendix B.