

FY 2025
Annual
Performance
Report



Defense Nuclear
Facilities Safety Board

October 17, 2025

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Defense Nuclear Facilities Safety Board

FY 2025 Annual Performance Report

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FY 2025 ANNUAL PERFORMANCE REPORT

Overview

The Defense Nuclear Facilities Safety Board (Board or DNFSB) approved a Strategic Plan for FY 2022-2026 that established strategic goals and objectives for the agency. The DNFSB's FY 2025 Annual Performance Plan (APP) was executed in alignment with these goals and objectives as realigned with the new Presidential Administration. The FY 2025 APP focused on a mixture of qualitative and quantitative measures. This FY 2025 Annual Performance Report (APR) presents agency outcomes described in narrative fashion after each strategic objective. Data is included where relevant and appropriate.

This report is issued in accordance with 31 U.S.C. § 1115(b) for agency performance plans and § 1116 for agency reporting and Office of Management and Budget Circular A-11. This report is also consistent with the DNFSB Organizational Assessment issued pursuant to 5 U.S.C. § 4312 and 5 C.F.R. § 308 for tying organizational performance to the Senior Executive Service performance management system.

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 trust and confidence in the defense nuclear enterprise.

Organizational Structure

The Defense Nuclear Facilities Safety Board is an independent establishment 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 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 relating to the design, construction, operation, and eventual decommissioning of defense nuclear facilities. The DNFSB utilizes a combination of federal staff, contractors, and shared service providers to maximize efficiencies, support, and 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.

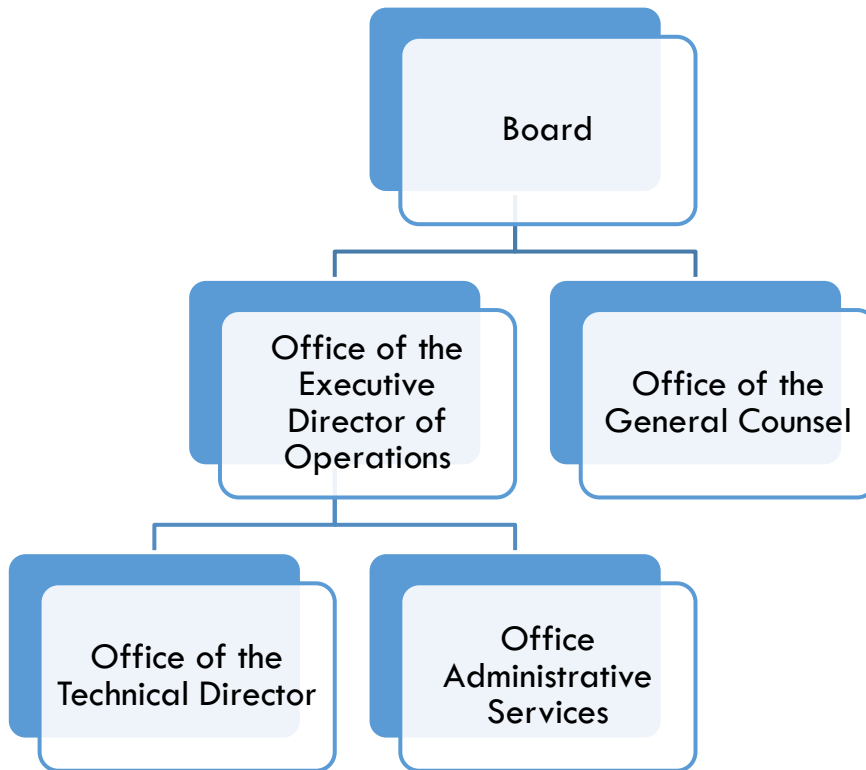


Figure 1. Simplified Organizational Structure - Major Organizational Units

Strategic Goals, Objectives, and Performance Summary (FY 2025 Annual Performance Plan)

The DNFSB’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 2025 APP is aligned with the strategic goals and objectives defined in the DNFSB’s Strategic Plan for FY 2022–2026. The APP performance goals are shown below along with a color-coded summary of the agency performance for each performance goal.

Performance Measure Target Summary

31 performance measures were established for FY 2025. 28 performance measures were fully “met,” 2 were “partially met,” and no performance measures were “not met.” Performance Measure 3.1.3.1 became inapplicable during the performance year due to organizational realignment and workforce reshaping. Overall, in FY 2025, DNFSB successfully achieved the performance measures necessary to accomplish its nuclear safety mission.



FY 2025 Annual Performance Report—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 Goal 1.1.2: Conduct cross-cutting as well as site-specific reviews, identifying safety concerns and best practices in work products.

Performance Measure 1.1.1.1	Target
Align staff activities with strategic annual planning guidance.	Include and initiate three reviews in the DNFSB Work Plan that align with the strategic topic areas identified in the annual planning guidance.

Discussion: Performance Measure 1.1.1.1 is **fully met** for FY 2025.

During the annual work planning process, the DNFSB identified strategic topic areas for the technical staff to consider when proposing new reviews for FY 2025. These strategic topic areas included the following: nuclear safety research and development; aging infrastructure; organizational culture; contractor assurance systems; conduct of operations; implementation of contractor and federal readiness activities; emergency preparedness and response; DOE implementation plan commitments; weapon and special nuclear material staging/storage at the Pantex Site; subjects not recently reviewed; and safety aspects of cybersecurity. As a result of the work planning process, the DNFSB identified and proposed 14 new reviews that aligned with a strategic topic area. Of these new reviews, the DNFSB initiated 10 in FY 2025, which are listed in Table 1 below.

Table 1 - Safety Reviews Included in the DNFSB Work Plan that Align with Strategic Topic Areas and Started in FY 2025

Review Topic	Strategic Topic Area
Recommendation 2023-1, Onsite Transportation, Status Update	DOE Implementation Plan Commitments
Cybersecurity Focus Area Review Activities	Safety Aspects of Cybersecurity
Enhanced Staging Project Readiness Start-up Activities	Implementation of Contractor and Federal Readiness Activities
Annular Core Research Reactor Fuel Health Program	Aging Infrastructure
Hanford Tank Farms 242-A Evaporator Restart	Implementation of Contractor and Federal Readiness Activities

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WIPP Safety Significant Confinement Ventilation System Readiness Review Activities	Implementation of Contractor and Federal Readiness Activities
Pantex Contract Transition	Subjects Not Recently Reviewed
Emergency Exercise Observations	Emergency Preparedness & Response
Y-12 Conduct of Operations	Conduct of Operations
DOE Handbook 3010, Airborne Release Fractions/Rates and Respirable Fractions	Nuclear Safety Research and Development

Performance Measure 1.1.2.1	Target
Complete high priority reviews and demonstrate flexibility to address emerging issues.	<ul style="list-style-type: none"> • Complete nine safety reviews focused on operating DOE Environmental Management defense nuclear facilities. • Complete nine safety reviews focused on operating National Nuclear Security Administration defense nuclear facilities. • Complete three safety reviews that have broad applicability across the DOE defense nuclear complex, or at minimum affect more than one defense nuclear site. • Complete three reviews focused on DOE directives and standards. • Complete five safety reviews focused on defense nuclear complex infrastructure and projects, including new facilities and major modifications. • Document all emerging issues that require the addition of a staff review resulting in a workplan adjustment. • Ensure 85% of work products that represent completion of a review are provided to the Board within specified timeliness metrics.

Discussion: Performance Measure 1.1.2.1 is **fully met** for FY 2025.

During FY 2025, the DNFSB completed 12 safety reviews focused on DOE Environmental Management (DOE-EM) defense nuclear facilities, 10 safety reviews focused on National Nuclear Security Administration (NNSA) defense nuclear facilities, 5 safety reviews that have broad applicability across the DOE defense nuclear complex, 3 DOE directive and standard reviews, and 5 safety reviews focused on defense nuclear projects. The full list of these safety reviews is provided in the tables below and 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 periodic work plan update briefings to the Board and generally included in group weekly reports. Finally, 95% of products (e.g., Recommendations, staff reports, Board letters) that represent completion of a review were completed

within specified timeliness metrics. In summary, DNFSB fully met 7 of the 7 performance targets associated with Performance Measure 1.1.2.1.

Table 2 - Safety Reviews of DOE-EM Defense Nuclear Facilities

Review Topic	Site
Area G DOE Standard 3009-2014 Safety Basis	LANL
Defense Waste Processing Facility Conduct of Operations	SRS
Oversight of the Tank and Pipeline Integrity (TAPI) Program	Hanford
Hanford Safety Significant Instrument System	Hanford
Hanford Tank Farms 242-A Evaporator Restart	Hanford
INL Evaluation of Waste Overpacking Alternatives	INL
LAW Readiness - Conduct of Operations and Configuration Management	Hanford
LAW Readiness - Radiation Protection	Hanford
LAW Readiness - Safety Basis Implementation	Hanford
WIPP Salt Handling Shaft Structural	WIPP
WIPP Waste Handling Building Confinement Ventilation System	WIPP

Table 3 – Safety Reviews of NNSA Defense Nuclear Facilities

Review Topic	Site
B61 Hazard Analysis Report	Pantex
Criticality Safety – SRS, LANL, Y-12	SRS/LANL/Y-12
Deactivation and Decommissioning Work Planning and Control	LANL
Pantex Safety Basis Modernization Follow-up	Pantex
PF-4 DOE Standard 3009-2014 Safety Basis	LANL
Recommendation 2023-1, <i>Onsite Transportation</i> , Status Update	LANL
LLNL Conduct of Operations	LLNL
Pantex Contract Transition	Pantex
Reactive Materials Follow-Up	Y-12
SNL Safety Investigation	SNL

Table 4 – Safety Reviews with Broad Applicability Across the DOE Defense Nuclear Complex

Review Topic
Cybersecurity Focus Area Review Activities
DOE Corporate Operating Experience Program Implementation
DOE Facility Representative Safety Oversight
DOE’s Use of Artificial Intelligence
Public Hearing on Aging Management

Table 5 - Safety Reviews of DOE Directives and Standards

Review Topic
DOE Order 414.1, <i>Quality Assurance</i>
DOE Orders 420.1, <i>Facility Safety</i> , and 421.1, <i>Nuclear Safety Basis</i>
DOE Standard 1189, <i>Integration of Safety into the Design Process</i>

Table 6 - Safety Reviews of Defense Nuclear Complex Projects

Review Title	Site
Efficacy of Project Reviews Performed by the NNSA’s Office of Infrastructure (NA-90)	LANL/SRS
Hanford Tank Farms Major Modifications Safety Design Strategy	Hanford
SRS Probabilistic Seismic Hazard Analysis	SRS
Facility Worker Safety Follow-up for the Savannah River Plutonium Processing Facility	SRS
Waste Encapsulation and Storage Facility Dry Capsule Storage Welding	Hanford

Performance Measure	Target
1.1.2.2	
Routine conduct of business meetings, public hearings, or Board visits.	Collaborate among staff from all offices to ensure Board public meetings, public hearings, or Board member site visits are conducted at least three times a year.

Discussion: Performance Measure 1.1.2.2 is **fully met** for FY 2025.

During FY 2025, the Board did not conduct any public hearings or public meetings. The full Board conducted five site visits at Savannah River Site, Los Alamos National Laboratory, Y-12 National Security Complex/Oak Ridge National Laboratory, Nevada National Security Sites, and Sandia National Laboratories.

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

Performance Measure 1.2.1.1	Target
Identify and include 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 20 pieces of written correspondence or safety information to be conveyed by other means to the Board for consideration for delivery to the Department of Energy. • Ensure at least three of the pieces of written correspondence contain safety issues that have broad applicability across the DOE defense nuclear complex, or at minimum affect more than one defense nuclear site.

Discussion: Performance Measure 1.2.1.1 is **fully met** for FY 2025.

During FY 2025, the staff provided a total of 22 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 the table below. Of the reports provided to the Board, 12 contained safety issues that have broad applicability across the DOE defense nuclear complex, as noted in the table below.

Table 7 – Written Correspondence Relevant to Safety Provided to the Board in FY 2025

Review/Topic Letters	Broad Applicability
Review of Area G Safety Basis at Los Alamos National Laboratory	No
B61 Hazard Analysis Report Review at the Pantex Plant	No
Board Letter Congratulating the New Secretary of Energy	Yes
Nuclear Criticality Safety Review	Yes
Reasons to Expand Coverage of the Criticality Accident Alarm System at the Savannah River Plutonium Processing Facility	No
Decontamination and Decommissioning Work Planning at Los Alamos National Laboratory	No
Evaluation of Nuclear Operations and Maintenance Activities at the Defense Waste Processing Facility	No
Review of DOE’s Corporate Operating Experience Program Implementation	Yes
DOE Order 151.1E, <i>Comprehensive Emergency Management System</i>, and NNSA Delegations	Yes
Review of Proposed Changes to Department of Energy (DOE) Order 414.1, <i>Quality Assurance</i>	Yes
Issues with Draft DOE Order 421.1, <i>Nuclear Safety Basis</i>	Yes
DOE’s Organizational Structure and Regulatory Approach	Yes
Project Reviews Conducted by the National Nuclear Security Administration	Yes
Safety Integrity Level for 242-A Evaporator at the Hanford Site	No
Implementation of DOE Standard 3009-2014	Yes
LAW Readiness - Conduct of Operations and Configuration Management	No

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Observations from Department of Energy Emergency Exercises	Yes
Recommendation 2023-1, Onsite Transportation, Implementation Plan Response	Yes
Review of DOE Standards	Yes
Savannah River Site Building 235-F Safety	No
Facility Worker Safety at the Savannah River Plutonium Processing Facility	No
Evaluation of Waste Isolation Pilot Plant Shafts and Escapeway Hoists	No

Performance Measure	Target
1.2.2.1	
Share best practices with the Department of Energy.	Provide to the Board three written staff reports that contain safety best practices for consideration for delivery to the Department of Energy.

Discussion: Performance Measure 1.2.2.1 is **fully met** for FY 2025.

During FY 2025, the staff provided three staff reports and letters with technical content that contain best practices that the Board communicated to DOE. These best practices are noted in Table 8.

Table 8 - Written Correspondence That Contain Best Practices

Review Topic Letter	Summary of Best Practice(s)
Implementation of DOE Standard 3009-2014	A DOE site is ensuring that radioactive waste characteristic limits are met through a credited specific administrative control instead of a key element of a safety management program.
Area G DOE Standard 3009-2014 Safety Basis	The Board’s staff conducted a review of the draft Area G safety basis in parallel with DOE's review. DOE incorporated the Board’s staff-identified safety concerns in its Safety Evaluation Report for the safety basis, prompting efficient staff-to-staff resolution of the issues.
Criticality Safety	The Board’s staff evaluated the overall health of nuclear criticality safety programs at DOE defense nuclear facilities and identified some best practices including: <ul style="list-style-type: none"> • Mapping American National Standards Institute (ANSI)/American Nuclear Society (ANS)-8 standard requirements to specific implementing procedures; • Observing actual operations as part of the ANSI/ANS-8.19-2014 operational reviews; and • Performing a degradation evaluation for passive nuclear criticality safety controls.

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

Performance Measure 1.3.1.1	Target
Sustain on-site presence at an appropriate level of continuity and complete cross-complex topical evaluations.	<ul style="list-style-type: none"> • Ensure that field oversight is provided for each site with Resident Inspectors 80% of the time, including through permanent Resident Inspector appointments, details, and temporary coverage. • Ensure for sites without Resident Inspectors, Cognizant Engineers visit the site quarterly, including through permanent, details, and temporary coverage. • Complete at least five evaluations that analyze a particular topical area across the complex to see if there are common safety issues and best practices and present the results to the Board.

Discussion: Performance Measure 1.3.1.1 is **fully met** for FY 2025.

During FY 2025, DOE sites with Resident Inspectors had field oversight over 90 percent of the time, either through permanent Resident Inspector appointments, details, or temporary coverage. For DOE sites without Resident Inspectors, Cognizant Engineers visited the sites quarterly, except for the 4th quarter at Idaho National Laboratory due to scheduling conflicts. In addition, the Resident Inspectors completed six evaluations that analyzed a particular top area across the complex to see if there are common safety issues and best practices. Topics included nonconformance reports, cybersecurity, seismic safety, management field oversight, federal oversight of contractor assurance systems, and emergency/abnormal technical safety requirement administration. The results of these evaluations were briefed to the Board and shared across the agency in the Field Operations monthly reports or in internal reports.

Performance Measure 1.3.1.2	Target
Share field experience from routine oversight and emerging issues with the Board.	<ul style="list-style-type: none"> • Develop and issue weekly Resident Inspector and monthly Cognizant Engineer reports 90% of the time. • Conduct one Resident Inspector week annually to share field experience.

Discussion: Performance Measure 1.3.1.2 is **fully met** for FY 2025.

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In FY 2025, two Resident Inspector weeks were conducted. Additionally, the Resident Inspectors developed and issued weekly reports 100% of the time, and monthly Cognizant Engineer reports were developed and issued 100% of the time.

Performance Measure 1.3.2.1	Target
Allegations about safety issues are reviewed and addressed as appropriate.	Ensure all new safety allegations are reviewed and addressed as specified in the corresponding Operating Procedure and reported in aggregate to Congress and the public via the Annual Report to Congress.

Discussion: Performance Target 1.3.2.1 is **fully met** for FY 2025.

In FY 2024, the agency received 9 new allegations, of which 5 have been closed out and four remain outstanding. All allegations were processed pursuant to the Operating Procedure and the status of the program was reported to Congress in the 35th Annual Report.

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 Goal 2.1.2: Maintain effective communications with Congress.

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

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

Performance Measure	Target
2.1.1.1	
Board and senior staff engage with relevant senior DOE officials.	<ul style="list-style-type: none"> • Hold discussions with the Departmental Representative at least 36 times a year and provide summaries of information to the Board. • Hold discussions 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 two discussions with the Board and the Secretary and/or Deputy Secretary of Energy, and three discussions 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 2.1.1.1 is **fully met** for FY 2025.

During FY 2025, DNFSB staff engaged at the senior staff level with the Department of Energy. The Technical Director and Deputy Technical Director generally had weekly standing meetings with the Departmental Representative and the results of those meetings were reported at the following OTD management briefing to the Board on Tuesdays. Additionally, technical staff leadership had bi-weekly and periodic meetings with senior staff from DOE headquarters, Environmental Management, and National Nuclear Security Administration. These total more than 55 meetings combined. Technical staff leadership provided summaries to the Board normally within a week.

The DNFSB Board met with Secretary, Deputy Secretary, and other representatives of DOE including the NNSA Administrator, Assistant Secretary for Environmental Management, the Office of

Enterprise Assessments, and the Office of Environment, Health, Safety and Security to welcome them in their new roles and give a brief overview of the Board’s mission and their top safety issues currently impacting the complex.

Performance Measure 2.1.2.1	Target
Board and senior staff conduct periodic briefings to relevant congressional Members and committees.	Conduct outreach to congressional committees, Members, and their staffs on a quarterly basis and offer to provide briefings on topics of interest.

Discussion: Performance Measure 2.1.2.1 is **fully met** for FY 2025

During FY 2025, DNFSB reached out quarterly or more regularly to offer briefings to key congressional stakeholders. Staff hosted eighteen 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 various Senate and House Members with a DOE Defense Nuclear Facility in their district/state.

Performance Measure 2.1.3.1	Target
Board and senior staff offer meetings with state, local, and Tribal governments.	<ul style="list-style-type: none"> • Conduct bi-annual outreach to federal, state, local, and Tribal governments in proximity to defense nuclear facilities. Communicate regarding nuclear safety topics of interest relevant to these stakeholders and provide advance notice of any Board hearings planned for their community. • Plan visits to two defense nuclear facilities and meet with state, local, and Tribal governments to enhance visibility of agency mission to promote safety at the site and within the surrounding community.

Discussion: Performance Measure 2.1.3.1 is **fully met** for FY 2025.

DNFSB conducted outreach and met with interest groups during FY 2025. DNFSB conducted at least ten interactions with public groups. These included Board Member and staff discussions with the Hanford Citizens for Nuclear Technology Awareness, Los Alamos Study Group, Nuclear Watch New Mexico, Concerned Citizens for Nuclear Safety, Tewa Women United, Nevada Environmental Management Site-Specific Advisory Board, various university students conducting research on nuclear issues, 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 also responded to inquiries from these groups related to activities at various DOE sites and numerous media inquiries on various topics related to weekly/monthly reports, and other safety issues at various defense nuclear facilities.

Performance Measure 2.1.4.1	Target
Board and senior staff conduct periodic outreach to the public, advocacy groups, and non-federal government entities.	<ul style="list-style-type: none"> Promote advocacy group and public stakeholder awareness of nuclear safety oversight by broadcasting all public hearings and posting related safety information via the agency website and social media channels. Make presentations, deliver speeches, and participate in 5 external events.

Discussion: Performance Measure 2.1.4.1 is **fully met** for FY 2025.

DNFSB conducted public outreach events and met with numerous interest groups during FY 2025. DNFSB held public meet and greets in Nevada (NNSS), East Tennessee (Y-12) and twice in New Mexico (LANL, SNL, and WIPP) communities. These meetings were attended by local, state, and federal elected officials and their representatives, tribal representatives, numerous stakeholder groups, and members of the public. The DNFSB coordinated these events with Board trips to various defense nuclear sites throughout the year. The Board also made presentations, delivered speeches, or participated in panels during the ANS Annual Fall Meeting, the Emergency Management Symposium, the Nuclear & Facilities Safety Programs Workshop, and the RadWaste Summit.

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

Performance Measure 2.2.1.1	Target
Weekly / monthly / annual reports are timely published.	<ul style="list-style-type: none"> Publish Resident Inspector weekly reports and Cognizant Engineer monthly reports to the Board’s public website within four weeks of finalization 90% of the time.

Discussion: Performance Measure 2.2.1.1 is **fully met** for FY 2025.

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 over 90 percent of the time.

Performance Measure 2.2.1.2	Target
Utilize public engagement to increase awareness of nuclear safety at defense nuclear facilities.	<ul style="list-style-type: none"> • Provide initial responses within one week to public questions regarding the agency’s nuclear safety mission by providing objective, evidence-supported information from oversight activities. • Provide fully developed responses to public questions within one month of receipt.

Discussion: Performance Measure 2.2.1.2 is **fully met** for FY 2025.

The DNFSB Office of the Executive Director of Operations team has responded within one week to public and press questions regarding the agency’s nuclear safety mission by providing objective, evidence-supported information from oversight activities 100 percent of the time.

Performance Measure 2.2.2.1	Target
Timely notification to interested parties of press releases, public hearings, meetings, reports, and recommendations.	<ul style="list-style-type: none"> • Provide notification to Congress of public hearings, public meetings, and recommendations within one business day of finalization from the Board. • 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 2.2.2.1 is **fully met** for FY 2025.

Board Members did not hold any public hearings, public meetings, or transmit any recommendations to DOE in FY 2025.

Board Members held external briefings in the communities of Los Alamos National Laboratory and Sandia National Laboratories, Y-12 National Security Complex/Oak Ridge National Laboratory, and Nevada National Security Sites in coordination with full Board visits to these sites. They also visited several additional sites this year including: F.E. Warren Air Force Base; Kirtland Air Force Base; Sandia National Laboratories; the Savannah River Site; and the Pantex Plant.

All Board correspondence with DoE were posted to the DNFSB public website within one week of final clearance.

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: Maximize the use of pay flexibilities to recruit and retain key technical staff.

Performance Goal 3.1.2: Hire a combination of well-qualified and entry-level individuals to fill vacant technical positions and to enable effective succession planning.

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

Performance Measure 3.1.1.1	Target
Define and use pay flexibilities to strengthen recruiting and retention of key technical staff positions.	Design and implement an initiative to examine pay flexibilities available to the DNFSB. Incorporate the use of those flexibilities into the agency strategy and procedures for recruiting and retention of staff.

Discussion: Performance Measure 3.1.1.1 is **fully met** for FY 2025.

The Executive Director of Operations established the Pay Flexibilities Working Group, whose recommendations led to the adoption and implementation of several pay flexibility initiatives. These include implementation of retention incentives for Resident Inspectors and revising classification and qualification standards via agency directives. Both have been incorporated into DNFSB’s recruitment and retention strategies to help DNFSB recruit and retain top talent, including for hard-to-fill positions.

Performance Measure 3.1.2.1	Target
Workforce hiring that supports the Board’s planned safety oversight activities.	Research and document the hiring and pay flexibilities available to the agency to use to recruit and retain top talent in hard to recruit positions in the agency.

Discussion: Performance Measure 3.1.2.1 is **fully met** for FY 2025.

DNFSB Pay Flexibilities Working Group researched pay flexibilities available to reach its recruiting and retention goals. The working group included representatives from the technical office, Human Resources, Office of the General Counsel, and Office of the Executive Director of Operations. The working group documented hiring and pay flexibilities available for the defense nuclear excepted service employment in its November 2024 final report to the Executive Director of Operations.

Performance Measure 3.1.2.2	Target
Workforce hiring that supports agency succession planning.	Post internship, pathways, and/or Professional Development Program hiring opportunities in FY 2025 and FY 2026 to meet hiring targets consistent with the Human Capital Plan and workforce analysis.

Discussion: Performance Measure 3.1.2.2 is **fully met** for FY 2025.

In 2025, DNFSB reached 107 staff and was subject to a government-wide hiring freeze. After clarification of the exemptions to the hiring freeze, the DNFSB quickly worked to post internship and Professional Development Program positions to USAJOBS in September 2025. The agency also posted the opportunities to the Handshake system that provides direct access to university students nationwide.

Performance Measure 3.1.3.1	Target
Workforce resilience in strategic positions.	Conduct Occupational Workforce Analysis and Planning through an intra-agency working group by the end of Q2 that will support the implementation of the Human Capital Plan.

Discussion: Performance Measure 3.1.3.1 is **not applicable** for FY 2025.

Due to organizational realignment and workforce reshaping, this item was removed from the agency workplan. Federal workforce reshaping was driven by several Executive Orders and Office of Personnel Management guidance during FY 2025 that impacted DNFSB workforce planning.

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 Goal 3.2.2: Provide new employees at all levels with resources needed to have a positive impact as soon as practicable upon entering the workforce.
Performance Goal 3.2.3: Administer career management policies and practices consistently so that all employees have an equal opportunity for career advancement.

Performance Measure 3.2.1.1	Target
Training and development identified, and development plans	Ensure at least 90% of DNFSB employees have established or updated their individual development plan by July 31, 2025.

established for employees.	
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Discussion: Performance Measure 3.2.1.1 is **partially met** for FY 2025.

In FY 2025, individual development plans were mandatory for all DNFSB staff, including new hires. DNFSB required supervisors to ensure that all development plans were updated.

Performance Measure 3.2.2.1	Target
Enable new members of agency workforce.	Conduct essential training for new employees within 30 days of onboarding. Essential training consists of new employee orientation and training required for regulatory compliance.

Discussion: Performance Measure 3.2.2.1 is **fully met** for FY 2025.

DNFSB conducts New Employee Orientation on the first day of employment to provide an introduction to DNFSB’s mission, structure, and workplace expectations. In addition, all mandatory security and IT trainings are completed prior to onboarding to ensure compliance and protect agency resources. Within the first 30 days of employment, new employees are required to complete mandatory regulatory compliance trainings, including Freedom of Information Action, Records Management, and Privacy. These requirements were fully implemented by DNFSB in 2025 to strengthen compliance with federal standards and promote accountability.

Performance Measure 3.2.3.1	Target
Developmental opportunities for senior executives, supervisors, and staff	Advertise at least two opportunities for leadership or executive development (e.g., long-term details or training opportunities).

Discussion: Performance Measure 3.2.3.1 is **fully met** for FY 2025.

In FY 2025, the Division of Human Resources continued to share information and provide access to leadership and executive development opportunities for DNFSB staff, including short-and-long term SES details across the federal government and by the Excellence in Government training offered by the Partnership for Public Service.

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, individuals with targeted disabilities, and other underrepresented minorities.

Performance Measure 3.3.1.1	Target
Recruitment efforts enhanced through a diverse set of universities.	Maintain recruiting relationships (e.g., attend associated career fairs, share position openings) with a diverse set of universities that have relevant technical programs to enable diversity of technical thought and approach.

Discussion: Performance Measure 3.3.1.1 is **fully met** for FY 2025.

In FY 2025, DNFSB participated in several virtual and in-person college career and job fairs at colleges and universities across the United States. Colleges include Rochester Institute of Technology and North Carolina A&T University.

Performance Measure 3.3.1.2	Target
Enhance efforts to fully implement Schedule A hiring authorities.	Establish and publish on the agency website, required instructions for specified Schedule A hiring categories.

Discussion: Performance Measure 3.3.1.2 is **fully met** for FY 2025.

In 2025, DNFSB developed a Schedule A hiring Authority Directive and Operating Procedure and conducted training for all hiring managers to promote awareness and utilization of hiring pipelines for individuals with disabilities. The agency has also developed a dedicated website to receive resumes and provide instructions on how to apply to Schedule A(u) hiring categories for individuals with a disability or targeted disability. The agency has posted the required information on its website.

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 directives and procedures.

Performance Goal 4.1.1: Ensure that the agency’s Strategic Plan reflects the President’s management agenda consistent with agency statute and mission.

Performance Goal 4.1.2: Ensure that operating procedures and internal work processes reflect agency organization, current directives, and current laws and regulations.

Performance Measure 4.1.1.1	Target
Strategic Plan updated and aligned to the agency statute.	Initiate an update to the agency FY 2022-2026 Strategic Plan in accordance with the timeline established by Office of Management and Budget.

Discussion: Performance Target 4.1.1. is **fully met** for FY 2025.

In accordance with OMB requirements and timeline set forth in OMB Circular A-11, the DNFSB timely submitted draft components to its strategic plan for 2026-2030. The Board is reviewing a draft strategic plan and will submit it by the OMB approved deadline.

Performance Measure 4.1.2.1	Target
Directives aligned to the agency Strategic Plan	<ul style="list-style-type: none"> • Realign the agency directives system to the current agency organizational structure. • Update at least 10 directives or operating procedures.

Discussion: Performance Measure 4.1.2.1 is **fully met** for FY 2025.

DNFSB has issued over 6 directives and 15 operating procedures in FY 2025. The agency has also issued other notices and supplementary documents within the directives program supporting effective agency operations aligned to the agency strategic plan and the current organizational structure.

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

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

Performance Measure 4.2.1.1	Target
Core values are promoted in onboarding, training, and performance processes.	<ul style="list-style-type: none"> • 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 two 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 4.2.1.1 is **fully met** for FY 2025.

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 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 Measure 4.2.2.1	Target
Periodic open forums to discuss agency and related issues that may impact mission or staff.	Hold all-hands agency meetings at least quarterly.

Discussion: Performance Measure 4.2.2.1 is **fully met** for FY 2025.

DNFSB held six all hands discussions and five “Tom Talks” led by the Chairman, Board, EDO, and other agency leaders. 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.

Performance Measure 4.2.3.1	Target
Welcome diverse points of view in the development of agency work products and during technical or operational discussions.	Finalize the agency Differing Professional Opinion process review and implement any corrective actions from that review.

Discussion: Performance Measure 4.2.3.1 is **fully met** for FY 2025.

DNFSB conducted an assessment of its Differing Professional Opinion (DPO) process in 2025. The review examined how the DPO process achieved its goals. The review team recommended several improvements to the DPO process that are being incorporated into an updated procedure.

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 Goal 4.3.2: Modernize the agency records management and knowledge transfer consistent with governmentwide requirements.

Performance Measure 4.3.1.1	Target
Up-to-date platforms, systems, and software with interoperability, where possible.	<ul style="list-style-type: none"> • Ensure agency compliance with Presidential memorandum M-22-09, <i>Moving the U.S. Government Toward Zero Trust Cybersecurity Principles</i>, by executing required tasks outlined in Appendix B of the memorandum by established deadlines. • Continue implementation of the enterprise resource planning system and integrate with existing DNFSB business activities and conduct a six-month review briefing on the success of the implementation.

Discussion: Performance Measure 4.3.1.1 is **fully met** for FY 2025.

In FY2025, DNFSB made significant progress in enhancing the security of its IT Infrastructure and systems, including continuing to implement the agency’s Zero Trust Architecture Plan, which builds upon the already completed zero trust-related tasks mandated by OMB M-22-09. The agency also successfully implemented an enterprise resource planning system, integrating human resources, contracting, and financial management to enhance daily operations and streamline core operational

functions and conducted a six-month review on the successes and lessons learned from the implementation.

Performance Measure 4.3.2.1	Target
Knowledge transfer programs and information management that support archiving and retrieving information essential to mission and mission support.	Finalize a decision memo for the agency goal of creating a knowledge management system for technical and operational information.

Discussion: Performance Measure 4.3.2.1 is **partially met** for FY 2025.

DNFSB technical staff have established a knowledge management portal in the agency internal SharePoint system. The technical staff have populated the portal with administrative guides, safety oversight aids, and job aids. The technical staff have also conducted hand-off activities with retiring technical experts. The DNFSB has also employed a former Technical Director as a re-hired annuitant to advise on technical issues and mentor less experienced technical staff. The agency has not finalized a knowledge management system decision memo.

Other Information

Major Management Priorities and Challenges

For FY 2025, the Office of the Inspector General identified the most serious management and performance challenges facing the DNFSB:

1. Maintaining Organizational Health and Managing Resources to Address Critical Risks;
2. Continuing to Prioritize the DNFSB’s Focus on Technical Oversight and Reviews.

In FY 2025, the Board continued to ensure that it was staffed appropriately within its budgetary constraints and hiring freeze limitations to focus on its nuclear safety oversight mission considering changes at defense nuclear facilities and changes within the DOE’s approach to nuclear safety. The DNFSB continues to increase its pipeline of highly specialized technical experts.

In 2025, the agency implemented operational support improvements by leveraging shared service providers and information technology tools. The DNFSB is continually seeking ways to enhance its operational efficiency while maximizing benefits to public health and safety and national security through the accomplishment of its mission. The agency has laid the foundation for adoption of artificial intelligence (AI) tools for future efficiency and effectiveness by identifying potential use cases and exploring specific AI tools.

External Assessments

The DNFSB participates in the Office of Personnel Management annual Federal Employee Viewpoint Survey (FEVS). The FEVS survey provides multi-year comparison of key indicators for measuring the health and culture of the agency in general. The DNFSB has improved in the FEVS results for 2024 (results are a lagging indicator due to the timing of the survey and the release of the results). The agency has established working groups focusing on the two areas with the greatest potential for improvement.

FEVS link:

[Employee Survey Result | Defense Nuclear Facilities Safety Board](#)

In 2025, the Government Accountability Office (GAO) conducted a review of the DNFSB and issued its report on September 4, 2025, *Defense Nuclear Facilities Safety Board: Opportunities Exist to Further Improve Management and Planning*. The GAO noted that DNFSB has fully addressed 36 of 41 external recommendations and that the remaining recommendations are challenging for the agency to address because they depend on external factors, such as Presidential nominations of future Board Members. GAO also recommended that DNFSB revise its human capital plan due to its primary resource for accomplishing its mission is the agency's staff.

Link to GAO report:

[GAO-25-107948, Defense Nuclear Facilities Safety Board: Opportunities Exist to Further Improve Management and Planning](#)

Data Validation and Verification

The DNFSB's leadership team reviews and validates the data and qualitative assessment information used to support the performance conclusions in this Annual Performance Report to ensure that the performance data included in this report are complete and reliable, as required by the GPRA Modernization Act of 2010. Progress toward measures and targets for each performance goal are monitored throughout the year. The progress toward each performance goal is reported to the Board and reviewed through quarterly work plan briefings. Data is collected or tracked within individual offices and divisions subject to the supervision of senior leadership. The Office of the Inspector General audits some operational programs, and data used to measure performance goals related to those operational programs are consistent with the relevant audit findings.

APPENDIX A

FIVE-YEAR PERFORMANCE RESULTS

Detailed information regarding prior year performance results can be found on the DNFSB public website (<https://www.dnfsb.gov/cj>).

DNFSB Five-year Performance Results by Performance Measure

Note: Blank boxes indicate a substantive change in performance measures.

Performance Measure	Description	2025	2024	2023	2022	2021
2022-1.1.1 2023-1.1.1	Progress on the Board’s principal areas of nuclear safety oversight.			FM	FM	
2024-1.1.1 2025-1.1.1.1	Align staff activities with strategic annual planning guidance.	FM	FM			
2021-1.1.1 2022-1.1.2 2023-1.1.2 2024-1.1.2 2025-1.1.2.1	Completion of high priority reviews while demonstrating flexibility to address emerging issues.	FM	PM	PM	FM	FM
2025-1.1.2.2	Routine conduct of business meetings, public hearings, or Board visits.	FM				
2021-1.1.2 2022-1.1.3	Work products provided to the Board within specified timeliness metric.				FM	FM
2021-1.2.1 2022-1.2.1 2023-1.2.1	Identification and inclusion of both site-specific and complex-wide safety concerns and best practices in products developed through routine oversight and reviews.			FM	FM	FM

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2024-1.2.1 2025-1.2.1.1	Identify and include both site-specific and complex-wide safety concerns in products developed through routine oversight and reviews.	FM	FM			
2021-1.2.2 2022-1.2.2 2023-1.2.2	Encouragement provided to the Department of Energy to share best practices as well as safety concerns.			FM	FM	FM
2024-1.2.2 2025-1.2.2.1	Share best practices with the Department of Energy.	FM	FM			
2021-1.3.1 2022-1.3.1 2023-1.3.1 2024-1.3.1 2025-1.3.1.1	Oversight presence sustained at an appropriate level. (2025 added completing cross-complex topical evaluations)	FM	PM	FM	FM	PM
2021-1.3.2 2022-1.3.2 2023-1.3.2 2024-1.3.2 2025-1.3.1.2	Field experience is shared throughout the Agency.	FM	FM	FM	FM	FM
2022-1.3.3 2023-1.3.3 2025-1.3.2.1	Allegations about safety issues are reviewed and addressed as appropriate.	FM		FM	FM	
2021-2.1.1 2022-2.1.1 2023-2.1.1 2024-2.1.1 2025-2.1.1.1	Periodic engagement at the Board and senior staff level with relevant senior DOE officials. (Minor wording change in 2024)	FM	FM	FM	FM	FM

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2021-2.1.2 2022-2.1.2 2023-2.1.2 2024-2.1.2 2025-2.1.2.1	Periodic briefings conducted to relevant congressional Members and committees.	FM	FM	FM	FM	FM
2021-2.1.3 2025-2.1.3.1	Periodic outreach conducted to relevant state, local and tribal governments at both Board and staff level.	FM				FM
2021-2.1.4 2022-2.1.3 2023-2.1.3 2024-2.1.3 2025-2.1.4.1	2021 wording: Periodic outreach conducted to the public, including relevant advocacy groups and organizations. 2022 wording clarified: Periodic outreach conducted to the public, advocacy groups, and non-federal government entities.	FM	FM	FM	FM	FM
2024-2.1.4	The staff and/or Board Members respond to requests for information regarding on-going or emerging nuclear safety oversight issues.		FM			
2021-2.2.1 2022-2.2.1 2023-2.2.1 2024-2.2.1 2025-2.2.1.1	Timely publication of weekly/ monthly/ annual reports	FM	FM	FM	FM	FM
2025-2.2.1.2	Utilize public engagement to increase awareness of nuclear safety at defense nuclear facilities.	FM				
2021-2.2.2 2022-2.2.2 2023-2.2.2	Routine conduct of business meetings, public hearings, or Board visits. (Realigned in 2025 to Strategic Goal 1 and Performance Measure 1.1.2.2 shown above)			FM	FM	FM

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2021-2.2.3	Timely notification to interested parties of public hearings, meetings, reports, and Recommendations.	FM	FM	FM	FM	FM
2022-2.2.3						
2023-2.2.3						
2024-2.2.2						
2025-2.2.2.1						
2021-3.1.1	Human Capital Plan that includes succession planning, work force development, career pathing and values diverse talents.		FM	FM	PM	FM
2022-3.1.1						
2023-3.1.1						
2024-3.1.1						
2025-3.1.1.1	Define and use pay flexibilities to strengthen recruiting and retention of key technical staff positions.	FM				
2021-3.1.2	Key functions requiring redundancy are identified along with requirements and cross-training needs.					FM
2022-3.1.2	Workforce planning and hiring that supports the Human Capital Plan, budget development, and Board direction.		FM	FM	FM	
2023-3.1.2						
2024-3.1.2						
2025-3.1.2.1	Workforce hiring that supports the Board’s planned safety oversight activities.	FM				
2025-3.1.2.2	Workforce hiring that supports agency succession planning.	FM				
2024-3.1.3	Plan for mitigating risk from staff attrition in key functions through double-encumber, prioritizing backfill, cross-training, and other management tools.		FM			
2025-3.13.1	Workforce resilience in strategic positions.	N/A				
2021-3.2.1	Training and development for career pathing options identified and implemented.					PM

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2022-3.2.1 2023-3.2.1 2024-3.2.1 2025-3.2.1.1	Training and development identified and development plans established for employees.	PM	PM	FM	FM	
2021-3.2.2	A comprehensive, Agency-wide onboarding plan is developed and executed.					FM
2025-3.2.2.1	Enable new members of agency workforce.	FM				
2022-3.2.2 2023-3.2.2 2024-3.2.2 2025-3.2.3.1	Developmental opportunities for senior executives, supervisors, and staff.	FM	PM	PM	PM	
2021-3.2.3	Formal mentoring and coaching for staff.					PM
2024-3.2.3	Develop an operating procedure or handbook to guide employees seeking career advancement opportunities.		FM			
2022-3.3.1 2023-3.3.1 2024-3.3.1	Diversity recruitment efforts enhanced through community organizations, institutions, or other groups		FM	FM	FM	
2025-3.3.1.1	Recruitment efforts enhanced through a diverse set of universities.	FM				
2022-3.3.2 2023-3.3.2 2024-3.3.2	Enhance efforts to increase representation of persons with disabilities or targeted disabilities		PM	FM	FM	
2025-3.3.1.2	Enhance efforts to fully implement Schedule A hiring authorities.	FM				
2021-4.1.1 2022-4.1.1	Policy Statements revised to reflect Strategic Plan and Policy Statements for selected management practices developed.		PM	NM	PM	FM

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2023-4.1.1						
2024-4.1.1						
2025-4.1.1.1	Strategic Plan updated and aligned to the agency statute.	FM				
2021-4.1.2	Board Procedures reflect Agency personnel and processes.					FM
2022-4.1.2	Directives and procedures aligned to Board policy statements and other higher-level guidance.			PM	PM	
2023-4.1.2						
2024-4.1.2	Revise the Board Procedures to focus on the Board’s statutory responsibilities in accomplishing the agency mission.		PM			
2021-4.1.3	Streamlined internal procedures reflective of Board Policy Statements.					PM
2024-4.1.3	Directives and procedures aligned to Board policy statements and other higher-level guidance.		FM			
2025-4.1.2.1	Directives aligned to the agency Strategic Plan	FM				
2021-4.1.4	Work planning that is informed by annual feedback and lessons learned.					FM
2021-4.2.1	Core values are promoted in onboarding, training, and performance processes.	FM	FM	FM	FM	FM
2022-4.2.1						
2023-4.2.1						
2024-4.2.1						
2025-4.2.1.1						
2021-4.2.2	An awards program that emphasizes Agency values.					FM
2021-4.2.3	Periodic open forums to discuss Agency and related issues that may impact mission or staff.	FM	FM	FM	FM	FM
2022-4.2.2						
2023-4.2.2						

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2024-4.2.2						
2025-4.2.2.1						
2024-4.2.3	Utilize a culture welcoming of diversity.		FM			
2025-4.2.3.1	Welcome diverse points of view in the development of agency work products and during technical or operational discussions.	FM				
2021-4.3.1	Up-to-date platforms, systems, and software with interoperability, where possible.	FM	FM	FM	FM	FM
2022-4.3.1						
2023-4.3.1						
2024-4.3.1						
2025-4.3.1.1						
2021-4.3.2	Knowledge transfer programs and information management that support archiving and retrieving information essential to mission and mission support.	PM	PM	FM	FM	FM
2022-4.3.2						
2023-4.3.2						
2024-4.3.2						
2025-4.3.2.1						
2021-4.3.3	Updated employee guidance on processes and infrastructure that enables them to access systems and people needed to accomplish the mission and mission support across all Agency functions.					FM
2022-4.4.1	Communicate the Board’s commitment to diversity, equity, inclusion, and accessibility, and equal employment opportunity. (Slight wording change in 2023)		FM	FM	PM	
2023-4.4.1						
2024-4.4.1						
2022-4.4.2	Develop and implement practices that demonstrate diversity, equity, inclusion, and accessibility commitment from managers and senior leaders		FM	PM	FM	
2023-4.2.2						
2024-4.4.2						