

DEFENSE  
NUCLEAR  
FACILITIES  
SAFETY BOARD



AGENCY  
PERFORMANCE PLAN  
FISCAL YEARS 2027-2028

# FY 2027-2028 Agency Performance Plan

## Strategic Goal 1

Actively deliver independent safety oversight across the defense nuclear facilities complex to enhance public safety and national security while advancing the nation’s goals of a reliable nuclear deterrent and the safe disposal of nuclear waste.

### Strategic Objective 1.1 Complete timely, evidence-based analysis supporting advice and recommendations to the Secretary of Energy

#### Performance Goals

**1.1.1** — Provide objective, timely, technically accurate, and compelling safety information to the Department of Energy

**1.1.2** — Provide to the Board, issues of the highest safety significance each year for consideration as potential advice or recommendations to the Secretary of Energy

Performance Measure		Target FY2027 and FY2028
1.1.1.1	Align staff activities with strategic annual planning guidance	Perform oversight activities in the DNFSB Work Plan that align with 80 percent of the safety priorities identified in the annual planning guidance.
1.1.1.2	Ensure timely, high-quality, evidence-based technical analysis of safety issues	<ul style="list-style-type: none"> <li>• Technical Director or Deputy Technical Director concur on all technical analysis work products that will be provided to senior management and the Board to ensure analysis is factual, clearly supported by evidence, and applies appropriate scientific and technical standards.</li> <li>• Ensure 85% of work products that represent completion of a review are provided to the Board within specified timeliness metrics.</li> </ul>
1.1.2.1	Communicate to the Board safety issues of relatively high safety significance	Provide at least two written OTD reports of significant safety issues to the Board for consideration as potential recommendations, public hearings, public meetings or technical reports to the Secretary of Energy.

**Strategic Objective 1.2 Conduct high-quality safety reviews to identify discrete and complex-wide challenges and best practices at defense nuclear facilities**

<b>Performance Goals</b>	<p><b>1.2.1</b> — Ensure safety reviews are high quality to provide reliable and defensible identification of safety issues</p> <p><b>1.2.2</b> — Ensure safety reviews and routine oversight identify site-specific and complex-wide safety issues</p> <p><b>1.2.3</b> — Identify safety best practices that if implemented at other sites will contribute to assurance of adequate protection</p>
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Performance Measure		Target FY2027 and FY2028
1.2.1.1	Safety reviews are well planned to reliably identify safety issues	<ul style="list-style-type: none"> <li>• Complete eight safety reviews focused on operating DOE Environmental Management defense nuclear facilities.</li> <li>• Complete nine safety reviews focused on operating National Nuclear Security Administration defense nuclear facilities.</li> <li>• Complete three safety reviews that have broad applicability across the DOE defense nuclear complex, or at minimum affect more than one defense nuclear site.</li> <li>• Complete three reviews focused on DOE directives and standards.</li> <li>• Complete five safety reviews focused on defense nuclear complex infrastructure and projects, including new facilities and major modifications.</li> </ul>
1.2.1.2	Analyze safety issues for complex-wide applicability	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.
1.2.2.1	Identify and include both site-specific and complex-wide safety concerns in products developed through routine oversight and reviews	Provide at least 20 pieces of written correspondence to the Board for consideration for delivery to the Department of Energy with at least three having broad applicability across the defense nuclear complex or affecting more than one defense nuclear site.
1.2.3.1	Share best practices with the Department of Energy	Identify three nuclear safety best practices for Board consideration for potential communication to the Department of Energy.

**Strategic Objective 1.3 Provide robust nuclear safety oversight in the field at defense nuclear facilities to identify and address emergent safety issues**

**Performance Goals**

**1.3.1** — Maintain robust field coverage through a combination of on-site coverage and site visits using resident inspectors and other technical staff

**1.3.2** — Provide timely information to the Board, acting quickly on emerging issues

Performance Measure		Target FY2027 and FY2028
1.3.1.1	Sustain weekly on-site presence at key defense nuclear facility sites identified by the Board	Ensure that field oversight is provided for 48 weeks per year for each site assigned Resident Inspectors, including through permanent Resident Inspector appointments, details, and temporary coverage.
1.3.1.2	Provide periodic on-site coverage for defense nuclear facilities without resident inspectors	Ensure for sites without Resident Inspectors, that Cognizant Engineers visit the site quarterly, including through details and temporary coverage.
1.3.1.3	Share field experience from routine oversight	Develop and issue weekly Resident Inspector and monthly Cognizant Engineer reports 90% of the time.
1.3.1.4	Provide an in-depth briefing to the Board on field observations for select defense nuclear facility sites	Conduct one Resident Inspector headquarters week annually to share field experience and deliver in-depth field briefings.
1.3.2.1	Allegations and emergent safety issues are identified, reviewed, and addressed as appropriate	<ul style="list-style-type: none"> <li>• Ensure all new safety allegations are reviewed and addressed according to agency procedures and reported to the Board within 5 days.</li> <li>• Ensure all emergent safety issues that require the addition of a staff review are documented and communicated to the Board.</li> </ul>

## Strategic Goal 2

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

### Strategic Objective 2.1 Deliver transparency to the public and stakeholders regarding Board nuclear safety oversight activities and conclusions

#### Performance Goals

- 2.1.1** — Improve transparency through timely posting of the agency’s communications and through public engagement
- 2.1.2** — Ensure the Board’s work products are made available to Congress through proactive outreach
- 2.1.3** — Maintain effective communications with relevant state, local, and Tribal governments
- 2.1.4** — Maintain effective communication with the public, including relevant advocacy groups and organizations

Performance Measure		Target for FY2027 and FY2028
2.1.1.1	Weekly and monthly reports are timely published.	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.
2.1.1.2	Board and senior staff conduct periodic outreach to the public, advocacy groups, and non-federal government entities.	Participate in 5 external events by making speeches or delivering presentations.
2.1.1.3	Timely post required agency planning documents and reports.	Post agency planning documents and reports to public databases pursuant to required deadlines 80 percent of the time, including the Strategic Plan, Annual Performance Report, Annual Performance Plan, Agency Financial Report, and FOIA reports.
2.1.2.1	Timely notify Congress and interested stakeholders of public hearings, meetings, and recommendations to the Secretary of Energy.	<ul style="list-style-type: none"> <li>• Provide notification to Congress of public hearings, public meetings, and safety recommendations within one business day of finalization from the Board.</li> <li>• Post notification of Board public hearings, public meetings, external briefings, and correspondence to the Board’s public website within one week of final clearance 90 percent of the time.</li> </ul>

2.1.2.2	Safety allegations are reported publicly.	All safety allegations are reported in aggregate to Congress and the public in an appendix to the Annual Report to Congress.
2.1.2.3	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.
2.1.3.1	Board and senior staff offer meetings with state, local, and Tribal governments.	Conduct bi-annual outreach to 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.
2.1.3.2	Meet with state, local, and/or Tribal governments connected to site visits.	Complete visits to two defense nuclear facilities and meet with state, local, and/or Tribal governments to enhance visibility of agency mission to promote safety at the site and within the surrounding community.
2.1.4.1	Utilize public engagement to increase awareness of nuclear safety at defense nuclear facilities.	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.
2.1.4.2	Promote public transparency of nuclear safety issues.	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 platforms within one week of being scheduled.

**Strategic Objective 2.2 Effectively communicate with all levels of the Department of Energy**

**Performance Goals**

**2.2.1** — Maintain effective communications with the Department of Energy at all organizational levels

Performance Measure		Target for FY2027 and FY2028
2.2.1.1	Coordinate with the DOE Departmental Representative on DNFSB nuclear safety oversight activities.	Hold discussions with the Departmental Representative at least 36 times a year and provide summaries of information to the Board.
2.2.1.2	Senior DNFSB staff engage with relevant DOE officials.	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.
2.2.1.3	Board engagement with Senior DOE officials.	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 in at least two different quarters of the fiscal year.

### Strategic Goal 3

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

**Strategic Objective 3.1 Foster and sustain a highly skilled workforce—both technical and administrative—by maintaining essential competencies and upholding the highest standards of technical excellence and professionalism in support of effective safety reviews and organizational performance.**

<b>Performance Goals</b>	<p><b>3.1.1</b> — Align staffing positions to agency objectives for mission accomplishment and maximize workforce capabilities through staff retention</p> <p><b>3.1.2</b> — Target hiring consistent with the Annual Staffing Plan to fill essential positions with candidates having key skills and experience</p>
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Performance Measure		Target for FY2027 and FY2028
3.1.1.1	Optimize workforce alignment with agency objectives.	In alignment with Presidential policy, ensure that hiring decisions are tied to agency mission priorities and the needs of the agency by establishing an agency staffing plan reviewed by the Board.
3.1.1.2	Ensure a highly trained workforce.	Conduct training by providing a standard curriculum of required training to all staff; a core curriculum to new staff; and a core curriculum to new supervisors.

3.1.1.3	Hold Senior Executives accountable for agency performance.	Implement the President’s direction to hold agency Senior Executives accountable for effectively executing the agency mission by implementing OPM approved executive performance plans.
3.1.2.1	Ensure coverage of field positions at defense nuclear facility sites.	Prioritize and use best practices and hiring flexibilities to recruit and fill Resident Inspector positions.
3.1.2.2	Workforce hiring that supports the Board’s planned safety oversight activities and essential functions.	Identify technical positions of greatest need based on existing staff, attrition, and current and future workloads, and develop a recruitment plan for those positions.
3.1.2.3	Workforce planning for future mission needs.	Conduct analysis and strategic planning for future DNFSB workforce needs based on planned changes to the DOE mission, operations, and staffing. Include staff development and retention in the planning.

**Strategic Goal 4**

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

**Strategic Objective 4.1 Continually improve economy, efficiency, and effectiveness of mission support, encouraging innovation and collaboration across all levels of staff**

<b>Performance Goals</b>	<p><b>4.1.1</b> —Ensure that the agency tracks and implements the President’s policies and management agenda to improve effectiveness in accomplishing the agency mission</p> <p><b>4.1.2</b> — Ensure that the agency organization is optimized to carry out core statutory functions</p> <p><b>4.1.3</b> — Ensure that operating procedures and internal work processes reflect agency organization, current directives, and current laws and regulations</p> <p><b>4.1.4</b> — Maintain an effective nuclear safety culture</p>
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Performance Measure		Target for FY2027 and FY2028
4.1.1.1	Track and implement Presidential direction	Accurately track Executive Orders and the President’s Management Agenda and implement within DNFSB operations, as applicable.
4.1.2.1	Optimize the agency organization	Align on-board organizational resources with services and functions that have been centralized within the

		Federal government such as treasury, contract, human resources, and records management programs.
4.1.3.1	Directives aligned to the agency Strategic Plan	Create or update at least 10 directives or operating procedures.
4.1.4.1	Maintain an effective nuclear safety culture	Provide guidance and training to DNFSB staff and managers on nuclear safety culture and the Differing Professional Opinion process.

**Strategic Objective 4.2 Modernize information technology systems and implement new technologies aligned with Administration priorities and federal standards**

<b>Performance Goals</b>	<p><b>4.2.1</b> — Leverage cutting edge information technology tools and solutions</p> <p><b>4.2.2</b> — Enhance cybersecurity to harden agency operations against evolving information system threats</p> <p><b>4.2.3</b> — Institute a robust process for managing information system risks</p>
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Performance Measure		Target for FY2027 and FY2028
4.2.1.1	Identify relevant Artificial Intelligence tools and deploy them consistent with Federal requirements.	Implement AI tools for three agency use cases.
4.2.2.1	Enhance the agency’s cybersecurity maturity level.	Take actions necessary to close out all cybersecurity recommendations from the OIG greater than two years old.
4.2.3.1	Review information system risks pursuant to NIST standards to determine if updated risk assessments are necessary.	Assess information system risks in the agency risk register to determine if risk treatments are effective.

**Strategic Objective 4.3 Strengthen agency management and performance by addressing challenges identified by the Office of the Inspector General**

<b>Performance Goals</b>	<b>4.3.1</b> — Address the most serious management and performance challenges identified by the Inspector General
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**4.3.2** — Institute corrective actions for open Inspector General recommendations

**4.3.3** — Institute a system of internal controls assessment

Performance Measure		Target for FY2027 and FY2028
4.3.1.1	Prepare a plan to address the annually Inspector General identified management and performance challenges.	Establish a management plan for enhancing operations responsive to identified challenges.
4.3.2.1	Establish and update corrective action plans for resolving and closing all open Inspector General recommendations accepted by the agency.	Hold quarterly management reviews of corrective action plans to ensure agency progress in resolving and closing 50% of open recommendations each year.
4.3.3.1	Establish and implement an internal controls system.	Test the design and effectiveness of key programmatic internal controls for selected programs through an internal controls program established in an agency Directive.

## Agency and Mission Information

### Overview

The Defense Nuclear Facilities Safety Board (Board) approved a Strategic Plan for Fiscal Years (FY) 2026-2030 that established strategic goals and objectives for the agency. The DNFSB’s FY 2027-2028 Agency Performance Plan (APP) establishes performance measures and targets aligned with the agency strategic goals and statutory mission. The APP focuses on a mixture of qualitative and quantitative measures. The agency will revisit and adjust the performance goals, performance measures, and targets, as appropriate, throughout the performance cycle.

This APP 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 APP will also be used in accordance with 5 U.S.C. § 4312 and 5 C.F.R. § 430.308 for measuring organizational performance in support of 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.

## Other Indicators

The DNFSB utilizes other indicators in determining overall efficiency and effectiveness including audit results from independent reviews conducted by the Nuclear Regulatory Commission Office of the Inspector General and external assessments such as those completed by the U.S. Government Accountability Office.

## Customer Experience

The DNFSB is foremost dedicated to providing high-quality data and analysis supported recommendations to the Secretary of Energy in executing the agency's nuclear safety oversight mission. The DNFSB is also committed to providing community stakeholders with access to the agency's oversight work through transparency achieved by publicly posting its work products and enabling access to public hearings.

## Other Information

The DNFSB's leadership team collects performance data throughout the performance cycle. Progress toward measures and targets for each performance goal is monitored throughout the year. The DNFSB leadership will review and validate the data and qualitative assessment information used to support the performance conclusions in the DNFSB Agency Performance Report to ensure that the performance data are complete and reliable, as required by the Government Performance and Results Act Modernization Act of 2010. The progress toward each performance goal is reported to the Board and reviewed through quarterly work plan briefings. Data are 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.