

Office of Environmental Management Headquarters

Mission and Function Statements

**August 2009**

## **Immediate Office of the Assistant Secretary**

The Office of Environmental Management is responsible for the largest nuclear environmental clean up project in the world. After five decades of nuclear weapons production, the legacy of the cold war has left 1.5 million cubic meters of solid waste and 88 million gallons of liquid waste to be dispositioned

The EM work is done by over 35,000 workers in 35 states, covering 2 million acres. In addition to the decontamination of soil and ground water at these sites, thousands of buildings and structures must be decontaminated and demolished. Major construction activities are undertaken to support the clean up mission. Beyond the borders of the United States, EM is involved in several international partnerships, sharing technology and research, receiving and storing nuclear materials from other nations, and entering into multinational liaisons to reduce the environmental liabilities left from nuclear weapons and fuel production. The lifecycle cost of the program is currently estimated to be 330 billion dollars and will span beyond 2060.

### **Immediate Office of the Assistant Secretary**

#### **Organizational Structure**

Immediate Office of the Assistant Secretary: 1 EX; 2 ES; 1 EK; 1 EJ; 5 GS  
Chief of Staff

#### **Mission**

The Assistant Secretary for the Office of Environmental Management (EM) is responsible for the execution of the EM mission to complete the safe cleanup of the environmental legacy brought about from five decades of nuclear weapons development and Government-sponsored nuclear energy research. The Assistant Secretary is responsible for managing and directing the cleanup of 108 contaminated nuclear weapons manufacturing and testing sites across the United States. Specified in that responsibility is the need to safely disposition large volumes of nuclear wastes, safeguard materials that could be used in nuclear weapons, deactivate and decommission several thousand contaminated facilities no longer needed to support the Department's mission, and remediate extensive surface and groundwater contamination.

While progressing with cleanup, EM-1's first priority is to ensure the safety and health of the public and our workforce. The Assistant Secretary carries out the mission through the use of sound business practices, alternative management approaches, and science and technology to reduce risks and costs within the EM regulatory framework.

## **Functions**

1. Provides leadership and develops mission strategies, policy and guidance for the Department's environmental cleanup program and associated activities at DOE sites.
2. Provides policy direction and long-term planning to EM field elements and other DOE sites across the complex.
3. Provides for long-term planning for those sites under EM jurisdiction.
4. Provides budget formulation and execution guidance in a manner that facilitates risk reduction and cleanup.
5. Directs policy for the transition of contaminated Departmental facilities from the initial shutdown, to decontamination and decommissioning, to the eventual disposition.
6. Ensures that the EM organization promotes diversity and equal employment opportunities consistent with applicable Departmental policies and requirements.
7. Serves as the Environmental Management Acquisition Executive. Ensures that EM promotes Small Business initiatives across the complex.
8. Represents the Department regarding its clean-up mission vision to Congress, OMB, State and local authorities and other stakeholders.
9. Serves as senior political official within EM program responsible for representing the program to the Under, Deputy Secretaries, and the Secretary of Energy.

## **Principal Deputy Assistant Secretary**

### **Mission**

The mission of the Principal Deputy Assistant Secretary is to assist the Assistant Secretary in carrying out program and policy direction under EM's jurisdiction and serves as alter ego for the Assistant Secretary. The Principal Deputy ensures integrated coordination of corporate initiatives across the Department and provides daily oversight of the Deputy Assistant Secretaries' programs and ensure overall site integration and operations to ensure line management accountability. The mission also includes serving as the senior official and focal point for providing operational oversight, feedback, interface and direction to the field offices.

### **Functions**

1. Serves as the senior EM official responsible for integration of EM and DOE corporate initiatives with a goal of achieving performance excellence in cleanup.
2. Provides analysis of EM performance strategies and progress including cost, scope, and schedule elements to ensure technically sound and efficient solutions to cleanup challenges.
3. Serves as EM management official responsible for operations in the HQ mission programs.
4. Serves as the EM Acquisition Officer and develops EM specific Source Evaluation Board policies and procedures.
5. Serves as first line supervisor (rating Official) to EM Field Managers and AMEMs.
6. Ensures the responsibilities of the Chief Technical and Chief Business Officers are executed in accordance with EM policy and mission needs.

## Office of Communications and External Affairs

### Office of Communications and External Affairs

#### Organizational Structure

Office of the Director: 1 ES; 4 GS

#### Mission

The mission of the Office of Communications is to provide clear, timely and consistent communication on the mission and activities within the Office of Environmental Management (EM) including overall goals and progress toward meeting these goals. The Office provides communications to EM's stakeholders both inside and outside the Department and ensures that the totality of EM communications is being handled in an integrated, consistent manner and that consistent and informative messages and strategies are being disseminated throughout the organization.

#### Functions

1. Develops policies, procedures and guidance for, and advice and assistance to, EM Headquarters and field sites concerning the communications of EM policy and strategies to key stakeholders both within the Department and outside.
2. Develops, plans, coordinates, oversees, directs, implements and evaluates a multi-faceted EM communications program and strategy. Further, directs and implements an aggressive, integrated, and focused participation program to explain EM program issues, activities, and objectives and to facilitate external participation in the development of EM initiatives.
3. Develops the message to ensure that appropriate information is being communicated to special interest groups, state, local and tribal governments and other stakeholders.
4. Plans, directs and manages the development of corporate messages, communication techniques and strategies and their dissemination throughout EM.
5. Directs the development and maintenance of communication tools for public and internal outreach activities.
6. Directs the preparation of press releases for EM-1 and EM-2.
7. Oversees and directs the management of external and internal headquarters websites.
8. Coordinates and provides guidance to the EM Field Offices on field office website content operations, requirements and procedures.
9. Directs EM Offices in the review of Congressional testimony.
10. Facilitates interactions with key DOE offices such as Public Affairs and Congressional Affairs.

## Office of Chief Technical Officer

### Chief Technical Officer

#### Organizational Structure

4 FTE's (1 ES, 3 GS)

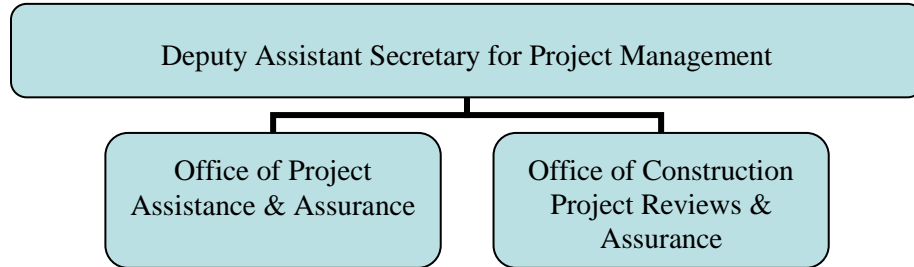
#### Mission

The mission of the Office of Chief Technical Officer (EM-3) is to ensure and manage technology development, project management, quality assurance, safeguards and security, technical and regulatory analysis and support activities, integrated safety management and program and site support related to EM projects. The Office also oversees the EM Recovery Act Program activities. The Office ensures the Field is operating safely and with high standards of engineering excellence. The Office represents EM in frequent interfaces on technology issues with senior DOE support managers, congress, and the external stakeholders. The Office will ensure fulfillment of EM requirements through strategically packaged and coordinated direction to the Field.

#### Functions

1. Ensures and manages DOE/EM-wide Integrated Safety Management implementation oversight activities, the Defense Nuclear Facilities Safety Board (DNFSB) recommendations and issues, standards assurance for major project planning and execution, operational safety and awareness programs, quality assurance programs, safeguards and security, DOE-wide radioactive material packaging/certification program, transportation policy and operational logistics, and various EM line management assessments.
2. Ensures and manages all aspects of the \$6 Billion Recovery Act program. Oversees aggressive project management of the additional investment. Provides leadership and direction to a cadre of skilled workers. Integrates National Environmental Policy Act actions. Integrates readiness assessments and Site Execution Plans.
3. Ensures, identifies and advances technologies, processes, and technical practices that improve the performance of Environmental Management projects over their entire lifecycle from planning to disposal. Provides oversight for the highest level of interdisciplinary engineering consultation, guidance, expertise, and continuity in the organization.
4. Ensures and supports both capital and non-capital clean-up projects and manages the Construction Project Review process for the EM line item capital projects.
5. Ensures the development of policy and guidance on regulatory compliance. Evaluates compliance with requirements of regulatory and compliance agreements including achievement of milestones. Responsible for interaction with all external regulators.

6. Ensures and manages implementation of EM responsibilities, obligations, and activities at the smaller non-EM and non-DOE sites with emphasis on increasing management accountability at those sites. Provides coordination, integration and/or resolution of issues at the large sites.



## **Deputy Assistant Secretary for Project Management**

### **Organizational Structure**

Deputy Assistant Secretary for Project Management

Office of Assistance & Assurance; 1 ES; 19 GS

Office of Construction Project Reviews & Assurance; 1 ES; 6 GS

### **Mission**

The mission of the Office of Project Management (EM-10) is to address and support the resolution of important and urgent construction and operating project management matters relating to EM capital and non-capital projects. The Office provides construction and operational project management authority on behalf of the Assistant Secretary; directs all activities involved with on-site cost, schedule, technical and management status review of EM projects; and evaluates progress for all DOE EM field locations. The Office works closely with senior level officials in Headquarters, external stakeholders and major contractors for the purpose of achieving construction and project management objectives of the Office of Environmental Management.

### **Functions**

1. Develops policies, procedures and guidance for, and advice and assistance to, EM Headquarters and field sites concerning construction and operational project management. Informs key stakeholders, both within the Department and outside, of EM construction and operational project management policy and strategies.
2. Analyzes progress of EM projects that are subject to DOE 413.3.
3. Develops, plans, coordinates, supports, directs, implements and evaluates a multi-faceted EM program and strategy for project management. Executes an aggressive, integrated, and focused participation program to explain EM program issues, activities, and objectives and to facilitate external participation in the development of EM initiatives.

4. Establishes and implements comprehensive project performance monitoring and review processes.
5. Leads the Environmental Management Acquisition Advisory Board (EMAAB) by establishing and implementing procedures for the conduct of EMAAB preparation and change control board process.
6. Manages the annual validation review of all EM projects for inclusion in the federal budget process.
7. Serves as liaison between program areas and the Office of the Assistant Secretary and the Chief Technical Officer.
8. Conducts comprehensive assessments of EM and field plans and strategies for the program.
9. Directs the Office in the preparation of Congressional testimony.
10. Provides objective data for organizational results, stakeholder information, and employee perspectives identifying improvement opportunities and carrying out program performance comparisons, which are critical in achieving improved management.

## **Office of Project Assistance & Assurance**

### **Mission**

The mission of the Office of Project Assistance & Assurance is to manage, integrate, coordinate, and oversee the implementation of project management within EM. This includes development of policy, defining project requirements, analyzing and supporting Field oversight of project execution, and reporting to senior management on project status.

### **Functions**

1. Manages and implements requirements under DOE Order 413.3, Project Management for the Acquisition of Capital Assets.
2. Serves as the ESSAB secretariat for critical project decisions.
3. Develops processes and procedures for the Quarterly Project Reviews and other EM-related project reviews and coordinates and manages the review process.
4. Represents EM on the DOE Certification Board for Federal Project Directors.
5. Develops EM policy for the development of project baselines. Supports implementation of value engineering principles in baseline planning and execution. Conducts baseline analyses and validation reviews, including validation of earned value management systems.
6. Evaluate progress and performance against appropriate standards, project baselines, and data that is compiled in the performance measures.
7. Conducts monthly assessments of the performance of projects utilizing IPABs data. Analyzes the reported earned value information and other project performance indicators for EM projects.
8. Conducts periodic project performance reviews on selected projects to determine and recommend potential corrective measures.
9. Conducts independent analyses of projects with poor performance and recommends solutions.
10. Serves as the central project assessment data repository.

11. Conducts project and program risk management assessments.
12. Coordinates and develops Exhibit 300s (non-IT).
13. Develops and maintains a master EM Integrated Schedule using Enterprise program management scheduling to ensure the logical sequencing of complex-wide capabilities required to accomplish EM missions.

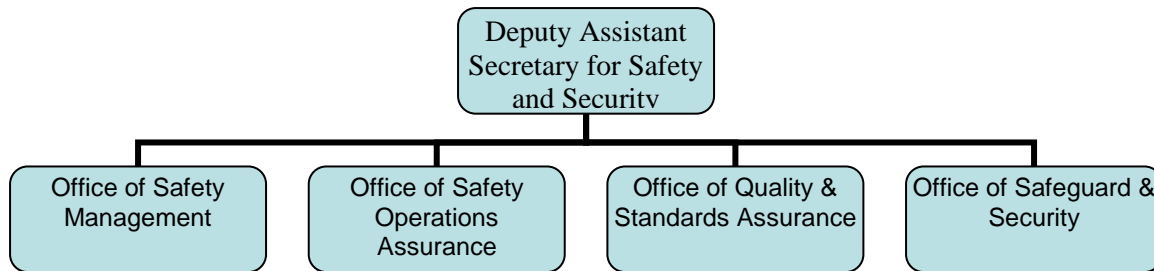
## **Office of Construction Project Reviews & Assurance**

### **Mission**

The mission of the Office of Project Reviews & Assurance is to provide additional focus on at-risk projects assigned by EM-1 when there is concern about the projects' performance. The Office will have the lead responsibility to evaluate the holistic view of tank waste processing, bulk vitrification, other alternative technologies, and the option forward on the Waste Treatment Plant.

### **Functions**

1. Evaluates all project flow sheets, assumptions, and risks of at-risk projects.
2. Supports baseline planning and execution of at-risk projects.
3. Supports the evaluation of supplemental or alternate technologies of at-risk projects, if required.
4. Supports the development and execution of the technology or plant commissioning strategy for at-risk projects.
5. Supports the engineering design criteria and potential revisions for all at-risk projects.
6. Supports the engineering design, hazard analysis, and margins of safety for at-risk projects.
7. Supports development and execution of schedules and critical paths of at-risk projects.
8. Supports contract mechanisms, performance incentives and contract modifications of at-risk projects. Conducts trend analyses. Supports the development of approaches for the Requests for Equitable Adjustments, if required.
9. Reviews and provides recommendations on the under performing project baseline cost, schedule, and scope.
10. Supports development and implementation of the logic, interdependencies, interfaces and constraints of the under performing projects.
11. Supports the risk management planning and execution for at-risk projects.
12. Supports the project control and management systems related to performance measurement, reporting, change control, configuration control, contingency management, Federal staffing, Federal oversight, and regulator and stakeholder interface for at-risk projects.
13. Supports the financial execution and annual budget justification for at-risk projects.
14. Develops and coordinates the strategy for the programmatic approach to tank waste processing, bulk vitrification, and other alternative technologies.
15. Develops and coordinates the strategy for Waste Treatment Plant options.



## Deputy Assistant Secretary for Safety and Security

### Organizational Structure

1. DAS for Safety & Security Program: 1 ES; 1 EK; 3 GS
2. Office of Safety Management: 1 ES; 5 EK; 7 GS
3. Safety Operations Assurance: 1 ES; 1 EK; 8 GS
4. Standards and Quality Assurance: 1 ES; 3 EK; 9 GS
5. Office of Safeguard and Security: 1 ES; 16 GS

### Mission

The mission of the Office of Safety & Security Program is to manage DOE/EM-wide Integrated Safety Management implementation oversight activities, the Defense Nuclear Facilities Safety Board (DNFSB) recommendations and issues, standards assurance for major project planning and execution, operational safety and awareness programs, quality assurance programs. The Office manages the safeguards and security and emergency management activities for EM. The mission also includes serving as the senior executive official and focal point for providing day-to-day safety operational oversight, feedback, interface, and direction to the EM field/operations offices. The DAS will be the Headquarters Certifying Official for the hazardous (including radioactive) material package certifications and the associated audits and inspections. The DAS represents EM in frequent interfaces with the DNFSB and its senior staff and the Chief of Nuclear Safety for the Under Secretary.

### **Office of Safety Management**

#### Mission

The mission of the Office of Safety Management is to ensure proper implementation and continuous improvement of Integrated Safety Management Systems (ISMS) in the EM complex and to serve as a focal point for EM safety standards and policy development, interpretation, and interfaces with internal/external oversight organizations. It serves as the focal point (liaison function) within EM on all Defense Nuclear Facilities Safety Board (DNFSB) related issues and ensures timely and technically sound resolution of its recommendations and concerns. The office also manages the EM FRAM and assessment activities.

## **Functions**

1. Serves as the focal point on development and interpretation of EM safety policy, standards, and guides.
2. Compiles, reviews, analyzes, and monitors safety performance data including occurrence reports, Computerized Accident/Incident Reporting Systems (CAIRS), corrective actions, oversight findings, and trends.
3. Develops, coordinates, and implements Technical Standards.
4. Conducts oversight of the design and safety systems.
5. Provides technical leadership in safety disciplines through Subject Matter Expert staff on areas such as nuclear criticality, radiation protection, fire protection, etc.
6. Maintains awareness of the site safety posture and project performance trends.
7. Serves as EM's liaison to DNFSB on day-to-day activities and leads/coordinates development of all EM responses to the DNFSB recommendations and issues.
8. Serves as liaison to the Chief of Nuclear Safety.
9. Reviews/approves safety basis documents, design analyses, and exemption requests from the field offices on nuclear safety design and other relevant nuclear safety management requirements (e.g., fire protection, radiological protection, quality assurance, and safety and health).
10. Ensures proper maintenance and continuous improvement of EM Headquarters ISMS description; develops criteria for the field annual ISMS declarations and assess annually; and participates in field ISMS validation reviews.
11. Directs the identification of nuclear safety, facility and system design/engineering, and operational vulnerabilities and conduct analyses necessary to cause a prompt resolution or effective path forward for correcting identified issues.
12. Manages EM FRAM process and updates.
13. Manages EM/Field safety delegations of authority.
14. Coordinates safety related technical qualification activities, including the DOE Federal Technical Capability Panel commitments for EM.
15. Represents EM on DOE corporate technical training initiatives.

## **Office of Safety Operations Assurance**

### **Mission**

The mission of the Office of Safety Operations Assurance is to manage the EM operational safety, health and quality assurance programs such as Conduct of Operations, startup/restart of nuclear facilities, operational readiness reviews, integration of safety into design, and occurrence reporting information, as well as providing oversight of all EM safety operations. The operational site leads provide day-to-day oversight of operational safety issues and maintain awareness of site issues and events of their respective sites.

## **Functions**

1. Manages comprehensive safety oversight plans and performs line management assessments consistent with the Department's oversight policy and requirements in DOE Order 226.1 and ISMS criteria.
2. Serves as EM's focal point for managing DOE Corrective Action Tracking System and Price-Anderson Amendments Act issues, and serves as a liaison to the Under Secretary, Energy, Science and Environment, Central Technical Authority staff.
3. Manages and oversees the EM operational safety, health and quality assurance programs.
4. Develops and implements an Occupational Radiation Protection Program.
5. Assures timely implementation of the EM Interim Guidance and/or DOE Standard on Integration of Safety into Design by assessing design and engineering programs and processes used in the field.
6. Oversees startup/restart of nuclear facilities, operational readiness reviews, occurrence reporting information, conduct of operations, and operational assessment processes and results (e.g., implementation of corrective actions).
7. Develops, implements, and maintains the EM HQ Quality Assurance Program Plan.
8. Evaluates site specific operational safety performance and work with sites to develop and implement appropriate actions to resolve site operational safety and related issues on an on-going basis.
9. Provides oversight of the QAP implementation in the field.
10. Leads or coordinates RW HLW/SNF related QA audits.
11. Coordinates field input for monthly reports and the weekly field managers call.

## **Office of Standards and Quality Assurance**

### **Mission**

The mission of the Office of Standards and Quality Assurance is to ensure that the necessary technical, safety, and quality requirements and standards are properly identified and adequately implemented for all line-item, EM capital projects and major operating projects and facilities in a timely and technically defensible manner. The Office serves as the focal point for developing key criteria and attributes for evaluating the quality and technical rigor of implementation of the appropriate requirements and standards to support a decision making process for the critical phases of a project. The Office provides leadership and management of a corporate quality assurance (QA) evaluation program to ensure the field implementation of the specific QA and quality control processes applied to the major EM projects, including waste quality matters subject to the Civilian Radioactive Waste Management program.

### **Functions**

1. Develops a comprehensive Standard Review Plan with clear criteria and lines of inquiries to enable an effective, in-depth evaluation of the various pre-requisite activities for the Critical Decision Phases consistent with the DOE project definitions to ensure that critical DOE Order 413.3A and EM Program technical requirements and standards are adequately implemented in critical functional categories.

2. Develops and implements a “Construction Project Review” process for major construction projects.
3. Develops, implements and maintains the EM HQ Corporate Quality Assurance Program Plan (QAP).
4. Provides oversight of the QAP implementation in HQ and the field.
5. Implements an EM QA Corporate Board to focus on institutionalizing integration of quality into construction, operating and D&D work activities.
6. Provides direction, guidance and technical assistance for HQ reviews of the key D&D project planning documents, facility/system walk downs, configuration management and controls, and surveillance and maintenance programs.
7. Directs and supports the review of various project planning and execution documents and acquisition strategies to ensure appropriate quality requirements and standards are in place.
8. Interfaces with the Defense Nuclear Facilities Safety Board, DOE Field Elements, other Program Secretarial Offices, and stakeholders on matters concerning quality assurance and standards.
9. Interfaces/coordinates with the Office of Civilian Radioactive Waste Management (RW) and the affected EM sites to assure conformance to the waste quality assurance requirements of RW QARD. Leads and/or coordinates EM/RW high level waste/spent nuclear fuel related QA audits and surveillances at large sites.

## **Office of Safeguards & Security**

### **Mission**

The mission of the Office of Safeguards and Security is to develop and oversee the implementation of policy and guidance with respect to security and emergency management. It also serves as a liaison with sites and other agencies on security issues.

### **Functions**

1. Serves as the HQ security officer with responsibilities in the areas of personnel, facility, and document protection.
2. Serves as the HQ classification officer.
3. Serves as the site security desk officer.
4. Provides guidance and oversight for the design basis threat.
5. Develops and implements the safeguards and security policy and guidance.
6. Provides oversight of Safeguards & Security (S&S) at EM sites through site assessments, pro force capabilities analysis, vulnerability assessments, etc.
7. Reviews and coordinates development of vulnerability assessments/security analyses to ensure optimal security; develops EM facility security plans.
8. Responsible for the development and implementation of policy and guidance on site surveys.
9. Serves as security liaison with appropriate DOE and other Federal and state agencies.
10. Provides oversight of international safeguards activities, agreements, and policy requirements; and provide consultation to the IAEA.

11. Supports field emergency management.
12. Executes the EM Emergency Management program managing EM Continuity of Operations (COOP) and directing EM's continuity of government process.
13. Leads S&S program implementation, integration, and policy coordination including review of proposed foreign acquisitions of DOE contractors.
14. Maintains and coordinates with NNSA updates to the NMIA database
15. Develops and implements EM Emergency Readiness Assurance Program.

Environmental Management Recovery Act Program

## **Environmental Management Recovery Act Program**

### **Organizational Structure**

Office of the Director: 1 ES; 2 EK; 8 GS

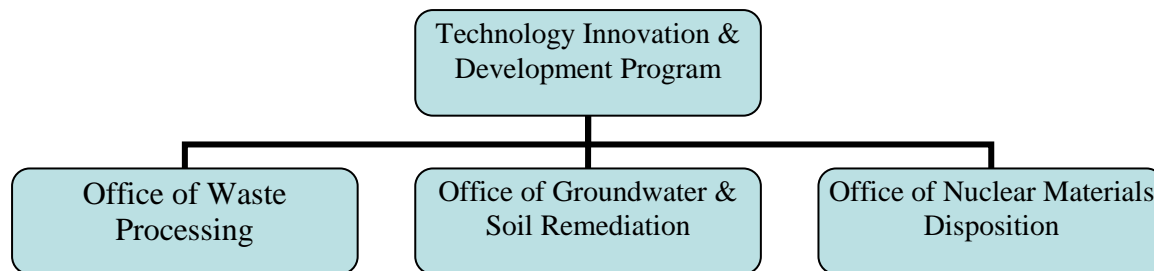
Office of the Deputy Director: 1 SES

### **Mission**

The Office of Environmental Management Recovery Act Program (EMRAP) has been created to manage the planning and execution of American Recovery and Reinvestment Act (ARRA) funded activities. The office will ensure transparency of program and project activities in support of the Administration's goal and report progress as required by the Act.

### **Functions**

1. Manages all aspects of the EM (\$6 Billion) ARRA Program.
2. Defines the scope, cost, and schedule for each ARRA Project.
3. Develops work scope and schedules to accelerate footprint reduction.
4. Applies aggressive project management principles to ARRA Projects.
5. Provides leadership and direction to a cadre of skilled workers.
6. Develops, tracks and routinely reports ARRA Program/Project performance metrics.
7. Integrates National Environmental Policy Act actions with ARRA Projects.
8. Integrates readiness assessments and Site Execution Plans.
9. Monitors cost and schedule performance information and assesses cost and schedule efficiency to ensure traceability and audit ability of the work performed.



## **Technology Innovation & Development Program**

### **Organizational Structure**

Office of the Deputy Assistant Secretary: 1 ES; 5 GS

Office of Waste Processing: 1 ES; 10 GS

Office of Groundwater & Soil Remediation: 1 ES; 1 SL; 14 GS

Office of Nuclear Materials Disposition: 1 ES, 10 GS

### **Mission**

The mission of the Office of Technology Innovation & Development Program is to identify and advance technologies, processes, and technical practices that improve the performance of Environmental Management projects over their entire lifecycle, from planning to disposal. The Office provides the highest level of interdisciplinary engineering consultation, guidance, expertise, and continuity in the organization. It provides EM with development and implementation of engineering concepts, practices, programs and advance technologies for improvement of design, construction, and system/facilities management activities. The Office develops policy and guidance, and provides advice and technology assistance to all of EM. These policies are in keeping with laws, regulations, and higher-level DOE policy requiring responsible engineering practices that ensure that system/facilities designs meet appropriate standards. The Office works to reduce total cleanup costs by promoting cross-site integration, standardizing best technical practice, solutions, materials and processes. The Office maintains a cadre of subject matter experts that work to reduce planning, design, construction costs and maintenance and operation costs, provide innovative transition to state of the art, beneficial technology and research and development, and leverage lessons learned and feedback. The Office also leads efforts to develop strategies for the disposition of strategic, industrial and special nuclear materials (SNM), and spent nuclear fuel (SNF) from within the EM complex and analysis, and materials and waste disposition planning.

### **Cross Cutting Functions Applicable to All Three Offices**

1. Provides engineering/science expertise for Technical Evaluation Boards and for the resolution of project management issues.
2. Interfaces with the National Academy of Sciences on issues of waste processing, groundwater and soil remediation, and decontamination and decommissioning.

3. Develops guidance and recommends implementation of appropriate pollution prevention programs.
4. Coordinates and implements the SBIR program.
5. Provide oversight of Savannah River National Laboratory.
6. Conducts risk assessments pertaining to waste processing, groundwater remediation, and decontamination and decommissioning.
7. Directs the implementation of international agreements which involve EM.
8. Maintains a cadre of subject matter experts from DOE and other agencies, national laboratories, universities and private industry.
9. Develops and maintains a Knowledge Management program including the capture and dissemination of operating experience related to waste processing, soil and groundwater remediation, and deactivation and decommissioning.

## **Office of Waste Processing**

### **Mission**

The mission of the Office of Waste Processing is to perform assessments, establish technical criteria and cross-site integration. The office develops guidance and provides oversight of EM's waste processing operations and is responsible for the development of technology needed to address waste processing problems. It is also responsible for developing waste processing technical direction and/or assistance to sites to address difficult technical problems.

### **Functions**

1. Provides technical assistance to field elements to solve specific waste processing problems.
2. Conducts technology development activities to address specific waste processing problems.
3. Designs and reviews technical aspects of key design/build projects.
4. Supports design efforts for major waste treatment and processing facilities.
5. Supports field office activities associated with tank waste retrieval.
6. Plans and conducts technical reviews of waste determination performance assessments of all waste processing projects.
7. Manages Congressionally directed activities in the areas of waste processing.
8. Provides technical support for the waste determination process.

## **Office of Groundwater and Soil Remediation**

### **Mission**

The mission of the Office of Groundwater and Soil Remediation is to perform assessments, establish technical criteria and cross-site integration. The office provides guidance for the development and implementation of plans for remediation of groundwater and is responsible for development of technologies needed to address groundwater remediation problems. It is also responsible for providing technical direction and/or assistance to sites for resolving difficult technical problems in the area of Groundwater and Soil Remediation.

## **Functions**

1. Reviews all soil and groundwater remedies.
2. Provides support for risk-base cleanup standards across sites.
3. Provides technical assistance to field elements in solving specific groundwater and soil remediation problems.
4. Conducts technology development activities to address specific groundwater and soil remediation problems.
5. Interfaces with Interstate Technology and Regulatory Council.
6. Coordinates and participates in the activities of Strategic Environmental Research and Development Program//Environmental Security Technology Certification Program.
7. Provides direction and oversight of EM activities at supporting institutions, such as the Savannah River Ecological Laboratory and the Medical University of South Carolina.
8. Monitors natural attenuation projects in support of alternative solutions to reaching an end state.
9. Monitors Congressionally directed activities in soil and groundwater programs.
10. Develops and implements institutional controls policy.
11. Provide technical support for performance assessments.

## **Office of Nuclear Materials Disposition**

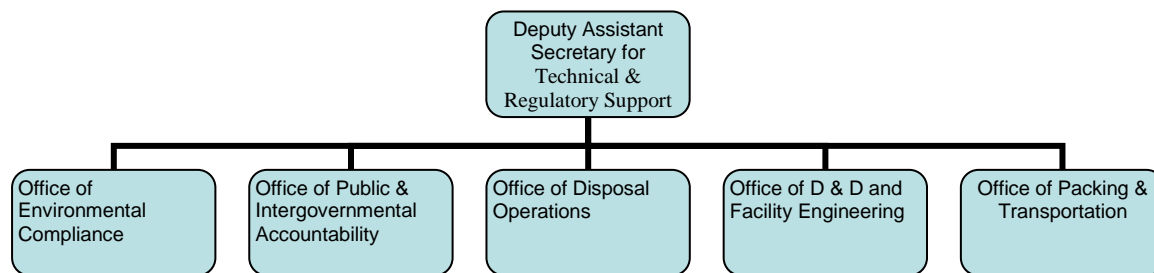
### **Mission**

The mission of the Office of Nuclear Materials Disposition is to perform analyses and develop and recommend program strategies for integration across the full spectrum of EM mission decisions to inform program management, strategic planning and budget formulation. The Office leads efforts to develop strategies for the disposition of strategic, industrial and special nuclear materials (SNM), and spent nuclear fuel (SNF) from within the EM complex. Responsibilities include developing and maintaining of integrated management and disposition strategy documents and tools (including complex-wide inventories and databases, and disposition maps for SNM and SNF); conducting trade studies and performing life-cycle alternatives analysis; providing out-year budget integration support; coordinating the development of EM program planning and reporting documents; and interfacing with other DOE program offices, such as the National Nuclear Security Administration (NNSA) and the Office of Nuclear Energy, Science and Technology (NE) to assure timely coordination on key issues and planning.

### **Functions**

1. Performs analyses that crosscut the EM program (all sites, all waste types, SNM, SNF, etc.) to determine the optimal utilization of resources, including identifying disposition barriers, for management and disposition of SNM, SNF, and other excess materials.
2. Develops and coordinates integrated strategies, planning documents and guidance for management and disposition of EM's inventory of SNM, SNF and other excess materials.
3. Develops an integrated strategic plan for the disposition of SNM and SNF that are the responsibility of EM.

4. Performs or leads a variety of analyses for disposition of EM SNF and excess nuclear materials including trade studies, life cycle cost analyses, out-year resource estimates, and integrated schedule development to support strategic planning and EM program management decisions.
5. Identifies disposition barriers and issues and recommends path forward to address these barriers and issues as well as complex-wide integration and optimization opportunities.
6. Leads and coordinates the development of disposition maps for SNF, SNM and other non-waste materials, and related EM databases.
7. Provides HQ management and oversight of the National Spent Nuclear Fuel Program.
8. Leads special ad hoc studies as may be required to support long-range program management, strategic planning and material disposition decisions.
9. Develops and maintains the EM interface with SC, NE, and NNSA on matters related to SNF and excess nuclear materials.
10. Develops and coordinates EM policy on Pu disposition and interface with other DOE elements, as well as government agencies. Supports EM-2 in the conduct of the Nuclear Material Disposition and Consolidation Coordination Committee.
11. Represents EM in Departmental forums related to SNM and SNF disposition.



## **DAS for Technical & Regulatory Support**

### **Organizational Structure**

DAS for Technical & Regulatory Support: 1 ES; 5 GS

Office of Compliance: 1 ES; 1 EJ; 11 GS

Office of Public & Intergovernmental Accountability: 8 GS; 6 ED

Office of Disposal Operations: 1 ES, 18 GS

Office of D & D and Facility Engineering: 1 ES, 1 SL

Office of Packaging & Transportation: 1 ES, 11 GS

### **Mission**

The mission of the Office of Technical and Regulatory Support is the lead on matters related to EM's legal and regulatory responsibilities defined by law, negotiated or stipulated compliance agreements, DOE policies and Orders, and DNFSB milestones. This Office also supports the implementation of EM waste and materials disposition activities in the field. This office will support resolution of issues related to actual disposal operations and, where appropriate, provide the complex-wide integration of operational disposition activities. In addition, this Office will

serve as the primary interface with stakeholder groups both within and outside the Department. Perform analyses and develop and recommend program strategies integrated across the full spectrum of EM mission decisions to inform program management, strategic planning and budget formulation. The mission includes management of DOE-wide radioactive material packaging/certification program, transportation policy and operational logistics,

## **Office of Environmental Compliance**

### **Mission**

The mission of the Office of Environmental Compliance is to develop policy and guidance on regulatory compliance. It is also responsible for conducting analysis and evaluation of compliance with requirements of regulatory and compliance agreements and including achievement of milestones. DOE-wide radioactive material packaging/certification program, transportation policy and operational logistics, and various EM line management assessments. It is responsible for interaction with all external regulators.

### **Functions**

1. Serves as the NEPA compliance office for EM including providing guidance, advice and technical assistance on NEPA issues and documents including coordination with other DOE offices.
2. Reviews, analyzes and provides guidance on regulatory and compliance agreements, Agreements in Principal (AIPs) and milestone progress/achievement.
3. Serves as primary interface with external regulators (EPA, NRC, state regulators, etc) and review boards. This includes development of state regulatory grants, other state, county and city grants and EM's Memorandum of Understanding (MOU) programs. Conducts oversight monitoring and negotiation agreements, insuring that appropriate resources are used to build the EM negotiation position.
4. Coordinates the waste determination process, consistent with Section 3116 of the National Defense Authorization Act.
5. Provide oversight of management and implementation of DOE Order 435.1, Radioactive Waste Management; develops guidance, as needed, on programmatic disposition issues.
6. Chairs the LLW Federal Review Group.
7. Conducts Environmental Compliance Audit Program (ECAP).
8. Ensures all relevant activities required by DOE Order 450 on Environmental Protection.
9. Coordinates performance assessments.
10. Maintains DOE Orders for which EM is Office of Primary Interest.

## **Office of Public and Intergovernmental Accountability**

### **Mission**

The mission of the Office of Public and Intergovernmental Accountability is to develop guidance, monitor and ensure implementation of the Department's Public Participation Policy, DOE Policy 141.2 and the Department's American Indian and Alaska Native Policy, DOE Order 1230.2. The Office will coordinate EM's interactions with intergovernmental groups, advisory boards, tribal nations, and other affected entities and stakeholders.

### **Functions**

1. Develop and manage the EM Site-Specific Advisory Board (SSABs) program.
2. Develop and manage the Environmental Management Advisory Board (EMAB).
3. Participates in developing DOE policies and strategies, and provides oversight and monitoring of EM National Tribal Government Programs, including the State and Tribal Government Working Group (STGWG).
4. Develop and manage EM public participation outreach policy and guidance; and oversees the design and implementation of studies, analyses, and surveys to collect performance information regarding EM's public participation activities.
5. Insures that grants and cooperative agreements implementing the above programs are carried out in accordance with laws, regulations, directives, etc.
6. Monitors environmental compliance activities of the tribes and, as appropriate, coordinates with the Office Environmental of Compliance.

## **Office of Disposal Operations**

### **Mission**

The mission of the Office of Disposal Operations is to ensure that disposal operations are carried out smoothly. It is responsible for review and approval of waste disposal and waste management plans. It is responsible for development of policy and guidance with respect to waste management and disposal.

### **Functions**

1. Reviews and approves annual waste management execution plans, including the Waste Isolation Pilot Plant (WIPP) shipping plan, Toxic Substance Control Act (TSCA) burn plan, Nevada Test Site (NTS) disposal plans; reviews and recommends EM sites waste management strategies and proposed changes to them.
2. Oversees and integrates Waste Acceptance Criteria (WAC), Waste Analysis Plan (WAP) permits, etc., necessary for the operation of WIPP, NTS, etc.
3. Reviews and provides recommendation on disposition-related change control actions that impact ongoing activities at EM sites.
4. Implements DOE statutory responsibilities related to the Low-Level Radioactive Waste Policy Amendments Act of 1985, including managing the Manifest Information Management

System (MIMS) which supports the states and compacts on Low Level Waste (LLW)/Mixed Low Level Waste (MLLW) disposal matters.

5. Liaisons with repository program on waste acceptance issues on High Level Waste (HLW), SNF and other materials planned for disposal at the geologic repository.
6. Conducts technical risk evaluations of HLW, LLW, MLLW, transuranic waste (TRU) and other waste streams.
7. Assists sites in developing business cases based on cost-benefit analysis that recommend the most efficient and effective disposal solutions.
8. Develops risk-based disposal policy and guidance to ensure the safe disposal of EM waste.
9. Leads in the development of options for disposition of commercial Greater than Class C (GTCC) LLW, scrap metals and source disposition.
10. Develops and implements guidance for LLW and MLLW disposal, including assurance of consideration of life-cycle cost data analyses.
11. Leads disposal operations on the TRU Waste Corporate Board.
12. Leads and coordinates the development of disposition maps for HLW, LLW, MLLW, and TRU and maintains integrated management and disposition strategy documents and tools.
13. Collects and maintains complex-wide LLW/MLLW waste forecast database.
14. Serves as principal representative for EM-1 in excess materials disposition programs. Specifically provides guidance and direction on management of excess uranium, heavy water, and uranium-bearing materials that have future beneficial use or are considered to have potential market value.
15. Responsible for all Headquarters functions under Title X (Uranium/Thorium Reimbursement Program) of the Energy Policy Act of 1992.

## **Office of Decontamination and Decommissioning and Facility Engineering**

### **Mission**

The mission of the Office of Decontamination and Decommissioning and Facility Engineering is to perform assessments, establish technical criteria, and cross-site integration. The office develops guidance and provides support on the decontamination and decommissioning activities across the EM complex. It also conducts technology development programs to address decontamination and decommissioning problems and is responsible for providing technical direction and/or assistance to resolving difficult technical problems.

### **Functions**

1. Provides support on nuclear reactor facility decontamination and decommissioning (D&D) clean up activities across the EM complex, and other D&D of nuclear and non-nuclear facilities in EM.
2. Provides technical assistance to field elements in solving specific decontamination and decommissioning problems.
3. Conducts technology development activities to address specific decontamination and decommissioning problems.
4. Develops and implements the D&D plan for the reactor at University of Arkansas (part of Energy Policy Act).

5. Executes the Uranium Enrichment D&D Fund policies with the exception of the reimbursement activities under Title X of the Nuclear Waste Policy Act.
6. Assures proper application of RESRAD codes for building and soils, and baseline risk assessment.
7. Assures proper application of Residual Radioactivity (RESRAD) codes for building and soils, and baseline risk assessment.
8. Approves authorized limits for the radiological release of real property.
9. Ensures compliance by EM sites with DOE real property orders.
10. Infrastructure reporting (IFI crosscut).
11. Coordinates property transfers and oversees establishing excess land to be reutilized by local communities as "Energy Parks"

## **Office of Packaging and Transportation**

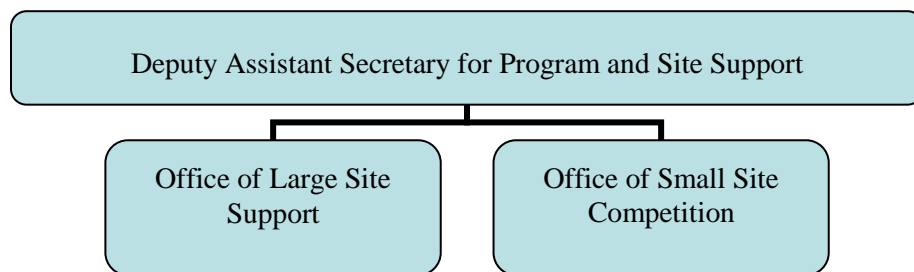
### **Mission**

The mission of the Office of Packaging and Transportation is to develop, manage and coordinate policies and procedures for transportation and packaging activities for DOE materials, including hazardous materials (particularly radioactive), substances and wastes; to develop the systems and technologies to ensure transportation and packaging activities are safe, economical, efficient, secure, and meet applicable regulatory requirements; and to resolve transportation and packaging issues economically, safely, and promptly.

### **Functions**

1. Provides policy decisions, program direction and program development for consistency, uniformity and regulatory compliance of DOE transportation and packaging activities.
2. Provides technical resources and assistance to respond to challenges of Departmental transportation and packaging activities.
3. Develops and maintains integrated transportation and packaging tools for Headquarters and field applications. This includes the application of systems and automation technology to DOE's transportation and packaging activities.
4. Provides transportation and packaging management; develops safety training to meet domestic and international regulations, SARP analysis and review, implementing implements relevant DOE Orders, guidance and standards.
5. Approves or conducts radioactive material package tests, evaluation and certification.
6. Reviews and approves requests from field sites for DOE and NRC Certificates of Compliance applications, DOE and DOT special permits, exemptions and IAEA Certificates of Competent Authority.
7. Assists and participates in the development of proposed international, Federal, state, tribal and local transportation and packaging regulations to include comment and supporting analyses.
8. Develops lessons learned based on the analysis of packaging and transportation incidents and accidents.
9. Maintains the Departmental records for packaging certifications, DOT special permits, site emergency management plans, DOE wide rates/service agreements, and campaign specific activities.

10. Provides technical assistance as requested to the Department of Transportation in their role as the Competent Authority for the U.S. in international deliberations on the transportation and packaging of radioactive materials.
11. Monitors for new regulations, interprets and communicates new requirements to affected EM personnel and sites, advocating EM's position on new or revised regulations to appropriate agencies such as DOT and NRC, manage all transportation exemptions
12. Coordinates and communicates with stakeholders, and provides forums for the Department's transportation, packaging, and transportation emergency preparedness activities.
13. Provides the policy decisions, program direction and program development for the Transportation Emergency Preparedness Program.
14. Provides an emergency preparedness training program for Federal, state, tribal and local emergency responders for DOE radiological transportation incidents.
15. Develops and maintains appropriate DOE Orders and Implementation guides for packaging and transportation.
16. Develop and maintain EM's Standards of Motor Carrier Safety, conduct EM motor carrier safety valuations, publish EM-approved motor carrier reports, coordinate motor carrier tenders, and support the Commercial Vehicle Safety Alliance (CVSA)
17. Coordinate classified shipments with the NNSA Office of Secure Transportation, represent transportation on the WIPP Corporate Board, and lead EM's transportation security and shipment tracking efforts



## **Deputy Assistant Secretary for Program and Site Support**

### **Organizational Structure**

DAS for Program and Site Support: 1 ES

Large Site Support: 1 ES; 8 GS

Small Site Completion: 1 ES; 3 EJ; 5 EK; 6 GS

### **Mission**

The Office of Program and Site Support serves as the EM-HQ proponent for the field sites in achieving program implementation. This office coordinates with the Field Offices and EM-HQ program offices to facilitate issue resolution. This office has line management accountability for the small sites and is responsible for the transition of non-EM sites to the responsible landlord organizations or to the Office of Legacy Management upon completion of EM activities.

## **Office of Large Site Support**

### **Mission**

The Office of Large Site serves as a liaison and advocate for the EM Field Offices to EM Headquarters to ensure the effective implementation of the EM mission. This Office works with HQ program offices to facilitate issue resolution at the field sites and to coordinate cross-cutting requests for action to the field.

### **Functions**

1. Serves as HQ advocate for EM large sites (Savannah River, Portsmouth/Paducah, Carlsbad, Idaho, Oak Ridge, Richland, and Office of River Protection).
2. Coordinates with HQ program offices and Subject Matter Experts to facilitate and expedite field issue resolution.
3. Provides coordination on all EM cleanup and closure activities at the large sites.
4. Conducts periodic site visits and participates in scheduled field reviews to maintain knowledge of field programs and operations and contractor performance; identifies field issues; and coordinates support actions.
5. Assists the field by coordinating review and approval actions of HQ elements to deliver needed programmatic decisions/approvals.

## **Office of Small Site Completion**

### **Mission**

The Office of Small Site Completion is responsible for effectively implementing EM responsibilities, obligations, and activities at EM, non-EM and non-DOE sites; transition of non-EM sites to the responsible landlord organizations or to the Office of Legacy Management upon completion of EM activities; and for working with the other EM offices to expedite issues.

### **Functions**

1. Assures overall line management accountability for effective implementation of EM responsibilities obligating, and activities at the smaller EM and non-DOE sites
2. Provides coordination and support to all EM cleanup and closure activities at NNSA sites.
3. Reviews/approves all baseline changes from non-NNSA small sites prior to HQ configuration control board action.
4. Coordinates with SC, LM, NA-30, other DOE-HQ PSOs and staff offices on non-EM site issues.
5. Ensures compliance by EM sites with DOE guidance and Facilities Information Management System (FIMS).
6. Facilitates field issue resolution process.
7. Supports development of the Ten Year Site Plans.

## **Office of Chief Business Officer**

### **Organizational Structure**

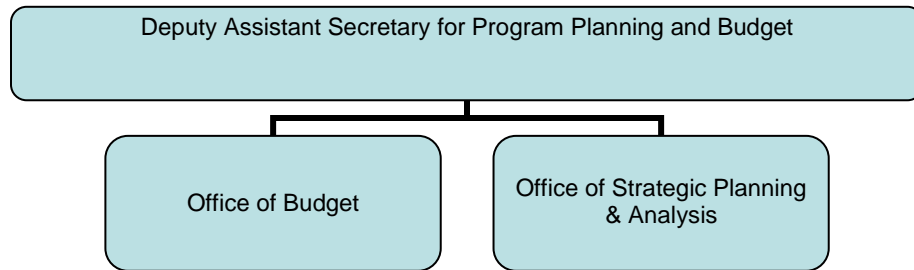
#### **Chief Business Officer, 1 ES (4 FTE's)**

##### **Mission**

The mission of the Chief Business Officer (EM-4) is to manage, integrate and coordinate planning and support for the Office of Program Planning and Budget, Office of Management Systems and Analysis, Office of Human Capital and Corporate Services, and the Office of Acquisition and Contract Management. This effort will focus on the systematic collection of information about a wide range of EM activities and outcomes of programs, thus allowing the EM leadership to make judgments about the program, improve effectiveness and efficiency and make informed and actionable decisions about future program strategies. The Office is responsible for directing the management of acquisition, procurement contracts, and a comprehensive contract performance evaluation process for the Office of Environmental Management. The Chief Business Office also directs corporate business improvement activities.

##### **Functions**

1. Manages overall EM budget formulation, presentation, execution, and review activities; oversees EM strategic planning requirements and objectives into the EM budget process.
2. Manages the coordination and tracking of reports to Congress.
3. Responsible for policy and guidance for EM on Presidential and Secretarial Initiatives in Human Capital.
4. Oversees all activities associated with EM Human Capital Management Plan.
5. Oversees EM IT policies, standards and procedures.
6. Manages the development of the EM acquisition strategies and implementation of procedures for consistent application of requirements across EM program and project activities.
7. Oversees the dissemination on Departmental policies on Contractor Pensions/Benefits.
8. Directs analysis of EM management and business practices and continuous business improvements.
9. Oversees all business services for EM-HQ, including the Correspondence Center and logistics/facilities management.



## **Office of the Deputy Assistant Secretary for Program Planning and Budget**

### **Organizational Structure**

1. Office of the Deputy Assistant Secretary: 1 ES; 1SL; 2 GS
2. Office of Budget: 1 ES; 17 GS
3. Office of Strategic Planning and Analysis: 1 ES; 13 GS

### **Mission**

The mission of the Office of Program Planning and Budget is to manage, integrate and coordinate planning and budget support for the Office of Environmental Management (EM). This support includes budget development and execution, strategic planning.

### **Office of Budget**

### **Mission**

The mission of the Office of Budget is to manage the EM formulation, justification, and execution of the budget, provide programmatic guidance and direction, resource allocation, and ensuring compliance with the budget process and all budgetary reporting requirements of the Financial Integrity Act.

### **Functions**

1. Manages overall EM budget formulation, presentation, execution, and review activities; develops and issues the EM budget call; and oversees the integration of EM strategic planning requirements and objectives into the EM budget process.
2. Manages and coordinates the justification and allocation of EM program resource and funding requirements and executes revised resource allocation plans consistent with approved programmatic and resource requirements and funding levels.
3. Evaluates overall EM budget processes to ensure their effectiveness and compliance.
4. Prepares funding status reports and accounting/allocation reports to enable evaluation of expenditures against mission-specific goals, objectives and metrics.
5. Implements the Financial Integrity Act requirements.

6. Tracks and monitors implementation of Congressionally directed projects identified in the appropriations language.
7. Implements the Payment in Lieu of Taxes (PILT) provisions.
8. Tracks all Congressional funding levels, issues, and appeals.
9. Development and submission of Construction Project Data Sheets (CPDS).

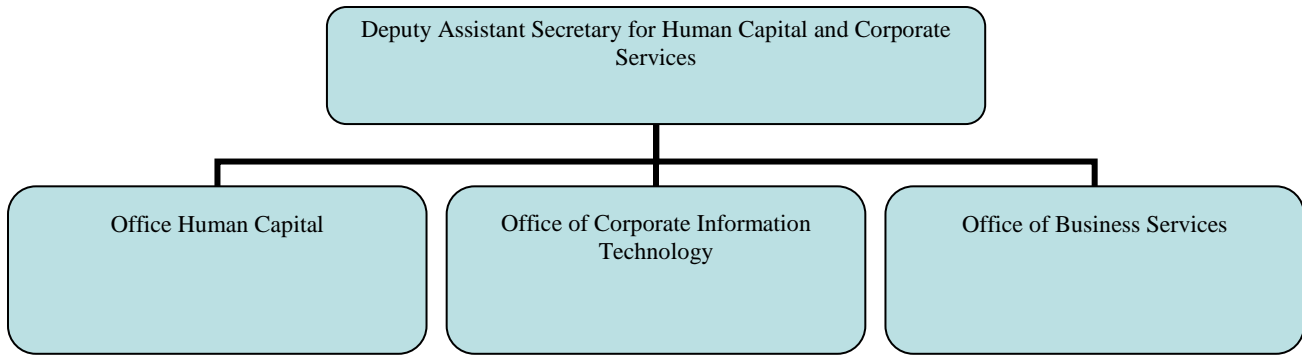
## **Office of Strategic Planning and Analysis**

### **Mission**

The mission of the Office of Strategic Planning and Analysis is to perform strategic planning and critical analysis for the EM mission. It is also responsible for developing performance measures and ensuring that those standards are met, and to support all Congressional deliverables. It is also responsible for cleanup end states and transition of completed EM sites to other organizations.

### **Functions**

1. Develops analytical tools and procedures for defining and evaluating the quality of Environmental Management performance and achievement of planned goals and objectives.
2. Develops and coordinates strategic planning and Five Year Plan documents and guidance packages which support update of life-cycle cost, scope and schedule for the risk reduction and cleanup program.
3. Perform critical analysis and integration of DOE and EM strategies and initiatives, and recommend alternative solutions to improve DOE-wide and EM plans.
4. Conducts activities necessary to ensure that EM meets Government Performance and Results Act (GPRA) requirements.
5. Maintains systems and processes for configuration change control, and prepares all related documentation.
6. Develops appropriate EM performance metrics, and creates and maintains the corporate level performance measures which provide a periodic update of key performance measures used by EM to manage its projects.
7. Tracks, monitors, and coordinates requirements of the Energy Policy Act of 2005.
8. Manages the EM “question and answer” process in response to Congressional testimony.
9. Coordinates the development and presentation of testimony on budget issues and review of hearing transcripts.
10. Lead for coordination and tracking of reports to Congress.
11. Responsible for policy, planning and analysis for transition of EM sites to the Office of Legacy Management and other landlords.
12. Manages and coordinates development and definitions of end states for EM sites.
13. Maintains the IPABS management tool and related data bases.



**Deputy Assistant Secretary for Human Capital and Corporate Services**

**Organizational Structure**

1. Office of the Deputy Assistant Secretary: 1 ES; 3 GS
2. Office of Human Capital: 1 ES; 26 GS
3. Office of Corporate Information Technology: 1 ES; 27 GS
4. Office of Business Services: 1 ES; 10 GS

**Mission**

The mission of EM-40 is four-fold: 1) the development and implementation of the EM enterprise human capital program; 2) the development and implementation of EM’s information technology and cyber security programs; 3) the management of human resources liaison services; and 4) infrastructure support in the areas of acquisition, records management, executive services, conference management, travel management, federal purchase cards; foreign travel; permanent change of station; training administration; space and logistics; executive correspondence; and Freedom of Information Act.

The DAS oversees the development of a strategic human capital model for the EM Complex. EM is committed to building a high-performing organization and implementing an integrated approach to strategic management of its human capital in accomplishing our challenging cleanup mission. The DAS is responsible for integrating human capital management strategies into all aspects of our decision-making processes. The DAS is involved with creating new organizational structures and programs to become a high performing organization, focusing on successful execution of our contracts and facing the challenge of an aging workforce and succession planning.

The DAS advises EM and the Department on matters related to standards and procedures for cyber security, IT capital investment planning, and management support services. The DAS is responsible for a wide range of information technology (IT) and administrative services which includes but is not limited to: planning and budgeting for systems development; initiating and implementing all major systems development efforts; developing and integrating EM cyber security Mission Protection Program; integrating EM financial and business management systems; maintaining the financial/business systems infrastructure, including systems software modification and maintenance; maintaining compatibility among the business management

systems to facilitate electronic exchange of information; and establishing and implementing requirements for systems standardization.

## **Office of Human Capital**

### **Mission**

The Office ensures that EM has the workforce necessary, both now and in the future, to accomplish the cleanup of the Department of Energy's (DOE) sites. The Office ensures that the human capital program is aligned with refining and improving internal business processes in the areas of safety, environmental compliance and remediation, project management, performance, occupational health, contract planning and execution, and human capital.

The Office forecasts what competencies the EM workforce of the future will require to achieve mission success and the anticipated challenges as the organization moves from a "siloe" internally focused culture to one that requires more partnerships, results and matrix-management orientation, and integrated performance. The Office provides objective data for organizational results, stakeholder satisfaction, and employee perspectives which are critical in improved management, identifying improvement opportunities and program performance comparison. It builds measures and risk indicators for EM Human Capital Management that allows the leadership team to make fact-based decisions and identifies risk factors involving their human capital. It oversees development and design of human capital prototype programs such as the Professional Development Corps, Executive Mentoring program, EM diversity initiatives and EM Leadership Excellence Program designed to improve senior executive leadership at EM sites and Headquarters through focused follow-on leadership/management training and development activities. The Office provides extensive human resources liaison and advisory services in the area of recruitment and retention strategies, classification, organizational structure, employee and labor relations, performance management and recognition programs.

### **Functions**

1. Develops policy and guidance for EM on Presidential and Secretarial Initiatives in Human Capital.
2. Develops EM's Human Capital strategy and measures and monitors the strategy's effectiveness.
3. Develops and designs human capital programs such as the Executive and Leadership Competency program, to improve EM management.
4. Conducts organizational assessments to determine effectiveness and develop alternative solutions to address improvement needs.
5. Coordinates and oversees all activities associated with the EM Human Capital Management Plan, including workforce development, skills and competency analysis, internship programs, special recruitment incentives, talent management, organizational effectiveness, budget linkage, diversity strategy, minority education, and future planning.
6. Develops programs for federal workforce transition at EM closure sites and workforce planning for start up programs. Evaluate federal workforce needs and assists sites in

developing strategies to right size and maximize the existing workforce while meeting mission needs.

7. Coordinates reorganization activities at EM Headquarters.
8. Responds to management challenges that are a direct result of EM responses to identifying need for human capital management improvement.
9. Manages the EM full time equivalent process and in consultation with the budget office, projects and adjusts FTE ceilings across the complex to meet mission needs and human capital strategies. Develops and recommends policy on hiring and development.
10. Coordinates EM FAIR Act inventory submissions and advises sites each year as to management strategy in preparing the submissions.
11. Coordinates all Executive Resources Board submissions for all executive level positions across the complex.
12. Advocates for top management in the approval process and interfaces with the Departmental Human Resources staff on all actions.
13. Develops and communicates executive performance management program, consistent with the Departmental program(s) and with other requirements.
14. Coordinates the annual SES closeout and Performance Review Board submissions.
15. Manages the HQ/HR operational liaison activities, including all hiring actions, performance management for HQ employees, labor relations interface, recognition and awards programs, and all advisory services to HQ managers.

## **Office of Corporate Information Technology**

### **Mission**

The mission of the Director, Office of Corporate Information Technology is the principal advisor for the Department on matters related to standards and procedures for cyber security, IT capital investment planning, web content management and management support services. The Office is the principal information management and information technology Executive for the Office of Environmental Management. The Office provides advice and assistance to the Deputy Assistant Secretary, top EM leaders and other senior managers to ensure that information technology is acquired and information resources are managed in a manner that implements that policies and procedures of legislation, including the Paperwork Reduction Act and the Clinger Cohen Act; the e-government initiative of the President's Management Agenda (PMA); and, the priorities established by the Assistant Secretary. As the principal change agent for corporate perspective throughout EM information activities and champions EM initiatives to effectively plan and manage information and to provide for corporate systems that add value to the business lines of the EM.

### **Functions**

1. Ensures the integrity and security of EM information and systems.
2. Manages mission-related IT programs and needs and ensures the IT investments are identified and justified to support the EM budget process.
3. Establishes, monitors, and evaluates the performance of information technology programs in support of EM program accomplishments.

4. Ensures mission-related IT system architecture is consistent with Government-wide and DOE standards.
5. Ensures mission related systems are reported through OMB processes.
6. Develops and oversees EM IT policies, standards and procedures.
7. Integrates work in developing program parameters.
8. Initiates and develops plans to be used for contractor support, and system operation.
9. Assesses technical, contractual and schedule risks and benefits of alternative approaches for achieving objectives.
10. Prepare pre-award documentation for Headquarters Support Contracts, Interagency Agreements, and Grants/Cooperative Agreements.
11. Perform EC Web Acquisitions (Electronic Commerce).
12. Manages the EM Portal and EM external website.

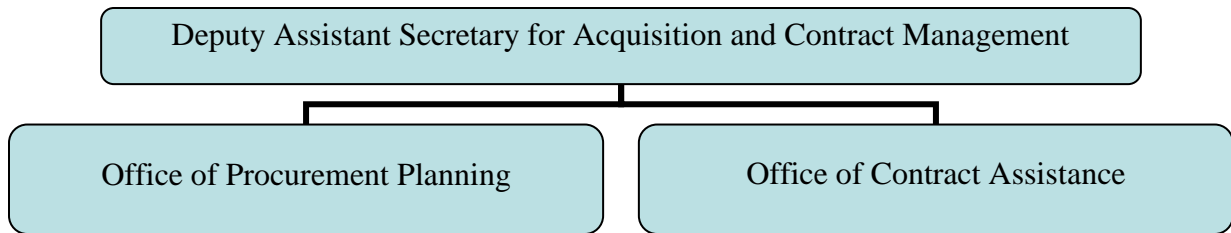
## **Office of Business Services**

### **Mission**

The mission of the Office of Business Services is to support the Assistant Secretary for Environmental Management (EM) in the effective and efficient integration of multiple business reporting systems, aiming to standardize reporting across the complex, and to reduce the number and variety of reporting systems used by both Federal and contracting staff. In addition, the office is responsible for management and oversight of the EM Correspondence Center (EMCC) as well as being responsible for the content accuracy and currency of all web and portal communiqués. This office also provides administrative direction in the areas of HQ management services, to include: procurement and contract administration; federal purchase cards; records management; foreign travel; permanent change of station; training administration; space and logistics; executive correspondence; and Freedom of Information Act.

### **Functions**

1. Manages the EM Correspondence Center and eStars system.
2. Ensures that all EM reporting processes are as compatible; analyze existing reporting capabilities, and establish data quality objectives for all reporting processes.
3. Assures consistency and, compliance with Departmental guidance.
4. Awards EM contracts, grants, interagency agreements, etc.
5. Prepares and coordinate approval of procurement requests for contract modifications, tasks and performance-based contract modifications.
6. Reviews and coordinate approval of vouchers.
7. Serves as principal liaison between EM and the DOE Office of Procurement Operations on procurement and funding requirements for contracts and for matters relating to the development of contracting policies and major contract reviews.
8. Develops and implement EM-HQ procurement strategies and policies.
9. Provides procurement advice to EM- HQ program organizations.
10. Logistics/Facilities Support (requisitions for furniture, equipment, update DOE phonebook, subscriptions, etc.).



**Organizational Structure**

1. Office of the Deputy Assistant Secretary: 1 ES; 1 EJ; 3 GS
2. Office of Procurement Planning: 1 ES; 4 EJ; 15 GS
3. Office of Contract Assistance: 1 ES; 10 GS

**Mission**

The mission of the Office of Acquisition and Contract Management is to assure effective acquisition and project contract management in the execution of the EM program. It is also responsible for developing and implementing site and project specific acquisition and contract strategies, interacting coordinating with the Consolidated Business Center (CBC) on procurements at sites under its procurement authority, and overseeing assisting with the execution of cleanup and closure contracts including the execution of all cleanup and closure contracts in the field, as well as the implementation of project management of projects.. This Office serves as the primary interface with DOE’s Office of Procurement and Assistance Management.

**Office of Procurement Planning**

**Mission**

The mission of the Office of Procurement Planning is to assure that there is adequate long-range and strategic planning and preparation for the future execution of the EM program. This includes conducting strategic planning, contract development, and adequate project planning to achieve Critical Decision 0. It is the lead office for overall EM acquisition strategy, as well as the lead to coordinate site and project specific acquisition and contract strategy. It interacts with and supports the CBC on procurements at sites under its purview.

**Functions**

1. Manages the development of the EM acquisition strategies and implementation of procedures for consistent application of requirements across EM program and project activities.
2. Develops procurement and acquisition strategies for EM complex and unique sites and projects.
3. Identifies opportunities for Small Business and serves as the EM Small Business advocate.

4. Defines the need for new contracts and projects within EM program. Works with field offices as they develop the mission need for new scopes of work and Site Utilization Management Plans.
5. Conducts the preliminary acquisition planning necessary to proceed with new scopes of work.
6. Conducts analyses of performance-based incentives and integration of contract incentives and recommends changes, as necessary.
7. Supports the Procurement Contracting Officer in the Source Selection Process. (*Note: the PCO concept is being developed and will provide more specific defining functions*).
8. Identifies trends in contracting practices across the complex, which are impacting EM effectiveness; develops lessons learned and corrective actions to address deficiencies.
9. Develops and issues guidance on contract language, report format, and level of analyses to ensure greater consistency for EM acquisitions.
10. Develops procurement and acquisition strategies for the EM complex and unique sites and projects.
11. Disseminates Departmental policies on Contractor Pensions/Benefits, assures implementation of these policies in acquisitions, and analyzes and prepares response to related issues.
12. Conducts cost estimating and other cost analyses as required.

## **Office of Contract Assistance**

### **Mission**

The mission of the Office of Contract Assistance is to manage, integrate, and coordinate, and oversee the execution of contracts within the Office of Environmental Management (EM). This includes the execution of all cleanup and closure contracts in the field as well as complex-wide (i.e., multi-site) Indefinite Delivery/Indefinite Quantity contracts. It This Office serves as the focal point within EM on all contract executions and interfaces with the DOE's Office of Procurement and Assistance Management in all contract execution decisions within EM.

### **Functions**

1. Manages overall contract execution of the EM contracts. Coordinates and integrates contractual efforts between the field offices.
2. Interfaces with the Consolidated Business Center and the field offices on contracts and contract support.
3. Evaluates contract performance and DOE contract management and takes necessary action.
4. Manages Assists with contract modifications related to cost, schedule, fee and departmental liabilities (requires subsequent Configuration Control Board review).
5. Reviews Requests for Equitable Adjustments for EM contracts and recommends disposition.
6. Identifies opportunities for Small Business and serves as the EM Small Business advocate.
7. Manages EM's Government-Furnished Equipment/Property (GFE/P) system and leads resolution of issues related to GFE/P GFSI in contracts.
8. Oversees Reviews contractor work force restructuring activities.
9. Identifies opportunities for Small Business and serves as the EM Small Business advocate.

## **Office of Management Systems & Analysis**

### **Organizational Structure**

Office of the Director: 1 ES; 1 EJ; 9 GS

### **Mission**

The Office of Management System Analysis will serve as the single focal point for management analysis of all processes and practices for the entire EM enterprise. Policy integration and dissemination includes all policies and practices of critical EM mission and mission support activities. This Office also provides management capability to examine organizational roles, responsibilities, authorities and accountability for facilitating, coordinating, creating and tracking management initiatives cross cutting the entire EM organization.

### **Functions**

1. Provides direction, oversight, and evaluation of EM Headquarters and field processes that are essential to accomplishing the EM mission.
2. Develops policies, procedures and guidance for EM's Management Analysis System.
3. Plans and coordinates an aggressive, integrated and focused participation program to explain EM program issues, activities, and objectives and to facilitate external participation in the development of EM initiatives.
4. Performs special policy reviews and analyses, preparing reports and position papers on policy and program matters of particular concern to the Assistant Secretary.
5. Develops long-range plans to disseminate information on new or complex programs.
6. Directs the research of and analyzes problems, issues or program requirements.
7. Conducts organizational or other assessments of EM field and Headquarters organizations to determine effectiveness and identifies corrective action opportunities. Provides recommendations for organizational restructuring.
8. Performs the analysis necessary to forecast the competencies that will be required in the EM workforce of the future. Develops a strategy for acquiring and developing staffs whose size, skill and deployment meets EM needs.
9. Manages the policy directive system.
10. Plans, directs and manages the establishment and maintenance of an integrated set of processes and procedures.
11. Develops authoritative narrative, statistical and analytical inputs to the DOE and program office strategic plans, performance plan, and other strategic long-term planning documents for EM.
12. Conducts and directs the facilitating, coordinating, and tracking of management initiatives, such as the implementation of NAPA and Environmental Management Advisory Board

(EMAB) recommendations and General Accounting Office (GAO) and Inspector General (IG) recommendations.

13. Directs the coordination and tracking of EM's responses to GAO/IG requests and serves as EM's liaison for the GAO and IG. Ensures coordination and integration of cooperative audit strategies and expectations across EM sites, in support of the IG.