

Office of Environmental Management Headquarters

Mission and Functions Statement

**October 17, 2007**

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

### **Mission**

The mission of Office of Environmental Management (EM) is 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 program is one of the largest and most diverse and technically complex environmental cleanup programs in the world and includes responsibility for 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; and,
- Deactivate and decommission several thousand contaminated facilities no longer needed to support the Departments' mission and remediate extensive surface and groundwater contamination.

### **Organizational Structure**

Immediate Office of the Assistant Secretary: 1 EX; 1 ES; 6 GS

### **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. Manages and provides policy direction to EM field elements and other DOE sites across the complex.
3. Provides for long-term planning for those sites under EM jurisdiction.
4. Manages corrective activities at sites specifically under EM jurisdiction to bring them into compliance with external regulatory requirements and internal DOE requirements.
5. Provides budget execution guidance in a manner that facilitates risk reduction and cleanup.
6. Manages the transition of contaminated Departmental facilities from the initial shutdown, to decontamination and decommissioning, to the eventual disposition.
7. Ensures that the EM organization promotes diversity and equal employment opportunities consistent with applicable Departmental policies and requirements.
8. Serves as the Environmental Management Acquisition Executive. Ensures that EM promotes Small Business initiatives across the complex.
9. Manages the EM human capital program and the EM's enterprise information technology and administration.

## **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.

### **Organizational Structure**

Office of the Principal Deputy Assistant Secretary, Office of the Immediate Office of the Secretary:

### **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. Is the 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.

## **Executive Officer**

### **Mission**

The Executive Officer assists the EM-1 in communications with EM-2/-3, and the Deputy Assistant Secretaries, as well as monitors the progress and implementation of EM-1 policies and initiatives.

### **Organizational Structure**

Executive Officer, Immediate Office of the Assistant Secretary: 1 GS

### **Functions**

1. Serves as advisor to EM-1 on managerial and programmatic issues.
2. Monitors the progress and implementation of EM-1 policies and initiatives.
3. Maintains internal communications with EM-2, -3, DASs, and other EM senior managers.
4. Maintains liaison with senior officials in the Department and other appropriate entities.
5. Manages the function of the Immediate Office of the Assistant Secretary and Principal Deputy Assistant Secretary.

## **Office of Communications and External Affairs**

### **Mission**

The mission of the Office of Communications is to provide clear, timely and consistent communication of what the Office of Environmental Management (EM) goals are and how EM is progressing towards 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 message and strategies are being disseminated throughout the organization.

### **Organizational Structure**

Office of the Director: 1 ES; 10 GS

### **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 proposals for, plans, coordinates, oversees, directs, implements and evaluates a multi-faceted EM communications program and strategy; and 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 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. Coordinates the development and dissemination of EM HQ information materials and media.
7. Directs the preparation of press releases for EM-1 and EM-2.
8. Implements relevant actions under the DOE Communications and Trust Plan to ensure support and achievement of DOE/EM goals concerning public awareness and public communications formats.
9. Serves as liaison between program areas and the Assistant Secretary.
10. Conducts comprehensive assessments of EM and field plans and strategies for the communications program. EM
11. Oversees and directs the management of external and internal headquarters websites.
12. Oversees and provides guidance to the EM Field Offices on field office website content operations, requirements and procedures.
13. Directs the Office in the preparation of Congressional testimony.

14. Facilitates interactions with key DOE offices such as Public Affairs and Congressional Affairs.
15. Provides objective data for organizational results, stakeholder satisfaction, and employee perspectives which are critical in improved communications management, identifying improvement opportunities and program performance comparison.

## Office of Management Analysis

Office of Management Analysis

### **Organizational Structure**

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

### **Mission**

The Office of Management 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.

## **Chief Operations Officer**

### **Mission**

The Chief Operations Officer assists the Assistant Secretary for Environmental Management (EM) in carrying out oversight responsibilities for sites under EM's jurisdiction. The Office provides day-to-day operational oversight and management of the environmental health and safety, safeguards and security, emergency management, transportation and packaging and quality and standards assurance operations at EM sites and facilities. The Office ensures overall site integration and operations to ensure line management accountability.

### **Organizational Structure**

The Office of the Chief Operations Officer: 2 ES; 5 GS

### **Functions**

1. Serves as the Chief Safety Officer for EM.
2. Serves as first line supervisor to EM field Managers/AMEM.
3. Manages EM activities at the small projects and site support.
4. Provide operational oversight of environmental health and safety, safeguards and security, emergency management, transportation and packaging, and quality & standards assurance.

## **Office of Project Recovery**

### **Mission**

The mission of the Office of Project Recovery is to provide additional focus on at risk projects assigned by EM-1 when there is concern about the project's 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.

## **Organizational Structure**

Office of the Chief Operations Officer: 5 GS

### **Functions**

1. Evaluates all project flow sheets, assumptions, and risks of at-risk projects.
2. Conducts oversight of baseline planning and execution.
3. Conducts oversight of the evaluation of supplemental or alternate technologies if required.
4. Performs oversight of the development and execution of the technology or plant commissioning strategy.
5. Conducts oversight of the engineering design criteria and potential revisions for all at-risk projects.
6. Provides oversight of the engineering design, hazard analysis, and margins of safety for at-risk projects.
7. Conducts oversight of the schedules and critical paths of at-risk projects.
8. Conducts oversight of the contract mechanisms, performance incentives, and contract modifications of at-risk projects. Conduct trend analyses. Conduct oversight of the development of approaches for the Requests for Equitable Adjustments if required.
9. Provides oversight of the under performing project baseline cost, schedule, and scope.
10. Conducts oversight of the logic, interdependencies, interfaces and constraints of the under performing projects.
11. Provides oversight of the risk management planning and execution for at-risk projects.
12. Conducts oversight of 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. Provides oversight of 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.

## Office of Safeguards & Security/Emergency Management

Office of Safeguards and Security/Emergency Management

### **Mission**

The mission of the Office of Safeguards and Security/Emergency Management 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.

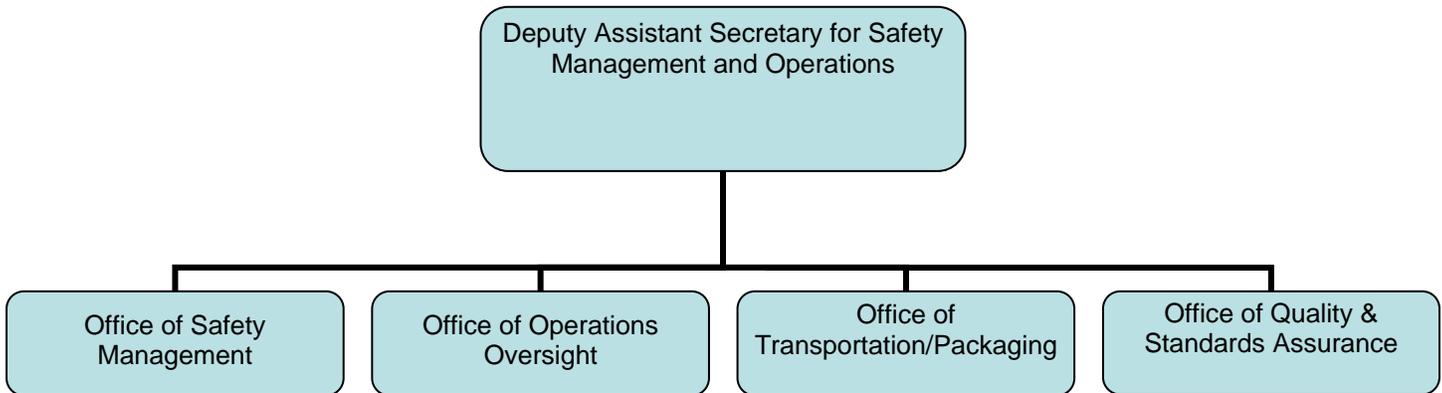
### **Organizational Structure**

Office of the Director: 1 ES; 13 GS

### **Functions**

1. Serves as the HQ security officer.
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. Develops force-on-force exercises.
7. Responsible for the development and implementation of policy and guidance on site surveys.
8. Serves as security liaison with appropriate DOE and other Federal and state agencies.
9. Oversees execution of EM's treaty obligations (IAEA, CWS) regarding safeguards and security.
10. Conducts oversight of the field emergency management.
11. Acts as the EM HQ emergency management advisor.
12. Manages the EM Continuity of Operations Program.
13. Directs the Continuity of Government process for EM.
14. Develops and implements EM Emergency Readiness Assurance Program.

Office of the Deputy Assistant Secretary for  
Safety Management and Operations



**Organizational Structure**

1. Office of the Deputy Assistant Secretary: 1 ES; 1 EK; 2 GS
2. Office of Safety Management: 1 ES; 6 EK; 7 GS
3. Office of Operations Oversight: 1 ES; 1 EK; 7 GS
4. Office of Packaging and Transportation: 1 ES; 1 EK; 7 GS
5. Office of Quality and Standards Assurance: 1 ES; 6 EK; 4 GS

**Mission**

The mission of the Office of Safety Management and Operations 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, DOE-wide radioactive material packaging/certification program, transportation policy and operational logistics, and various EM line management assessments. 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 Safety Management Office is to ensure proper implementation and continuous improvement of Integrated Safety Management Systems 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.

### **Functions**

1. Serves as the focal point on development and interpretation of EM safety policy, standards, and guides.
2. Manages comprehensive safety oversight plans and perform line management assessments consistent with the Department's oversight policy and requirements in DOE Order 226.1 and ISMS criteria.
3. Serves as EM's focal point for managing DOE Corrective Action Tracking System and PAAA issues, and serves as a liaison to the ESE Central Technical Authority staff.
4. Compiles, reviews, analyzes, and monitor safety performance data including occurrence reports, CAIRS, accident investigation reports, corrective actions, oversight findings, and trends.
5. Develops, coordinates, and implements Technical Standards.
6. Conducts oversight of the design and safety systems.
7. Provides technical leadership in safety disciplines through Subject Matter Expert staff on areas such as nuclear criticality, radiation protection, and fire protection etc.
8. Maintains awareness of the site safety posture and project performance trends.
9. 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.
10. Develops and implements an Occupational Radiation Protection Program.
11. Serves as liaison to the Chief of Nuclear Safety.
12. 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, and quality assurance, and safety and health).
13. 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.

### **Office of Operations Oversight**

#### **Mission**

The mission of the Operations Oversight Office 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, and occurrence reporting information, as well as providing oversight of all EM safety operations. The office also manages the EM FRAM and assessment activities. 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 EM FRAM process and updates.
2. Manages EM/Field safety delegations of authority.
3. Coordinates safety related technical qualification activities, including the DOE Federal Technical Capability Panel commitments for EM.

4. Represents EM on DOE corporate technical training initiatives.
5. Manages and oversees the EM operational safety, health and quality assurance programs.
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 Quality and Standards Assurance**

### **Mission**

The mission of the Office of Quality and Standards 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 oversee 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 decisions consistent with the DOE project definitions to ensure that all pertinent safety, QA, and technical requirements and standards are adequately implemented.
2. Plans and conducts technical reviews and evaluations to identify potential significant issues in a proactive manner to prevent or mitigate project risks.
3. Develops and implements a “Construction Readiness Review” process for major construction projects.
4. Implement an EM Corporate Quality Council and a QA evaluation program to focus on institutionalizing integration of quality into projects and operating facilities similar to the approach that Department’s Integrated Safety Management System has evolved.
5. In coordination with other EM HQ organizations and consultation with the CNS, develops and implements an effective review program for initiation, planning, and execution of the major D&D projects. 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.

6. 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. 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.
7. Assesses IPT capabilities to assure adequate technical expertise and resources are available to successfully oversee contractors' performance in all phases of project planning and execution.
8. Directs and supports the review of various project planning and execution documents and acquisition strategies to ensure appropriate ES&H and quality requirements and standards are in place.
9. Interfaces with the Defense Nuclear Facilities Safety Board, DOE Field Elements, other Program Secretarial Offices, and stakeholders on matters concerning quality assurance.
10. Establishes a High Level Waste (HLW) QA program at Headquarters and 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 and leads the associated HQ audits and evaluations

## **Office of Transportation and Packaging**

### **Mission**

The mission of the Office of Transportation and Packaging 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. Provide policy decisions, program direction and program development for consistency, uniformity and regulatory compliance of DOE transportation and packaging activities.
2. Provide technical resources and assistance to respond to challenges of Departmental transportation and packaging activities.
3. Develop and maintain 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. Provide transportation and packaging management; develop safety training to meet domestic and international regulations, SARP analysis and review, implementing DOE Orders, guidance and standards.
5. Approve or conduct radioactive material package tests, evaluation and certification.
6. Review and approve 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. Assist and participate in the development of proposed international, Federal, state, tribal and local transportation and packaging regulations to include comment and supporting analyses.
8. Develop lessons learned based on the analysis of packaging and transportation incidents and accidents.
9. Maintain the Departmental records for packaging certifications, DOT special permits, site emergency management plans, DOE wide rates/service agreements, and campaign specific activities.
10. Provide 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. Coordinate and communicate with stakeholders, and provides forums for the Department's transportation, packaging, and transportation emergency preparedness activities.
12. Provide the policy decisions, program direction and program development for the Transportation Emergency Preparedness Program.
13. Provide an emergency preparedness training program for Federal, state, tribal and local emergency responders for DOE radiological transportation incidents.
14. Develop and maintain appropriate DOE Orders and Implementation guides for packaging and transportation.

## Office of Small Site Projects

Office of Small Site Projects

### **Mission**

The Office of Small Site Projects is responsible for effectively implementing EM responsibilities, obligations, and activities at the smaller non-EM and non-DOE sites and for increasing management accountability at those 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.

### **Organizational Structure**

Office of the Director: 1 ES; 8 GS (\*Includes one GS on IPA assignment.)

### **Functions**

1. Manages coordination with NNSA.
2. Reviews/approves all baseline changes from non-NNSA small sites prior to HQ configuration control board action.
3. Provides coordination and oversight to all EM cleanup and closure activities at other non-EM sites at Moab, Brookhaven National Laboratory, Energy Technology Engineering Center, Stanford Linear Accelerator Center, Laboratory for Energy-Related Research Health Research, Lawrence Berkeley National Laboratory, and Separations Process Research Unit.
4. Manages non-EM site transfers (PSO Landlord and LM).
5. Coordinates with SC, LM, NA-30, other DOE-HQ PSOs and staff offices on non-EM site issues.
6. Ensures compliance by EM sites with DOE guidance and FIMS.
7. Acts as issue expediter for issues relating to the operations of all EM offices and sites.
8. Facilitates field issue resolution process.
9. Works with SMEs in the EM offices on issue resolution.
10. Develops Ten Year Site Plans.

## Office of Site Support

Office of Site Support

### **Mission**

The Office of Site Support is responsible for effectively implementing EM responsibilities, obligations, and activities at non-EM and non-DOE sites and for increasing management accountability at those 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.

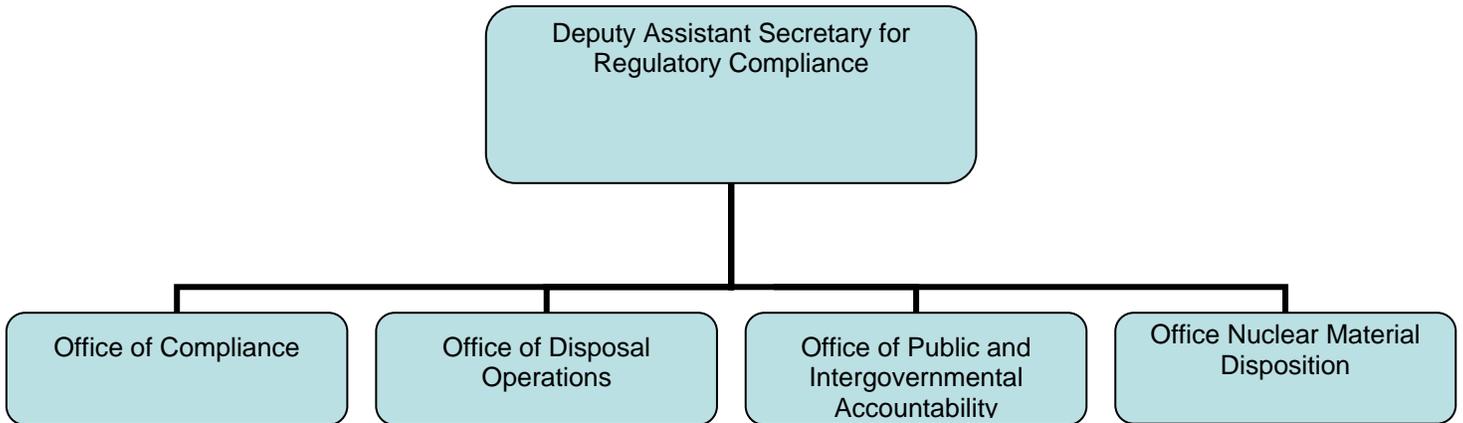
### **Organizational Structure**

Office of the Director (Headquarters Staff): 1 EJ; 10 GS

### **Functions**

1. Provides coordination and oversight to all EM cleanup and closure activities at NNSA sites including Sandia National Laboratory, Pantex, NNSA Service Center, Lawrence Livermore National Laboratory, Los Alamos National Laboratory, and Nevada Test Site.
2. Manages coordination NNSA.
3. Reviews/approves all baseline changes from non-NNSA small sites prior to HQ configuration control board action.
4. Provides coordination and oversight to all EM cleanup and closure activities at other non-EM sites at Moab, Brookhaven National Laboratory, Energy Technology Engineering Center, Stanford Linear Accelerator Center, Laboratory for Energy-Related Research Health Research, Lawrence Berkeley National Laboratory, and Separations Process Research Unit.
5. Manages non-EM site transfers (PSO Landlord and LM).
6. Coordinates with SC, LM, NA-30, other DOE-HQ PSOs and staff offices on non-EM site issues.
7. Ensures compliance by EM sites with DOE guidance and FIMS.
8. Acts as issue expeditor for issues relating to the operations of all EM offices and sites.
9. Maintains liaison with all EM and non-EM sites including WIPP, ORP, OH sites, SR, ID, RL, RF, OR and PPPO.
10. Facilitates field issue resolution process.
11. Works with SMEs in the EM offices on issue resolution.
12. Develops Ten Year Site Plans.

Office of the Deputy Assistant Secretary for  
Regulatory Compliance



**Deputy Assistant Secretary for Regulatory Compliance**

**Mission**

The mission of the Office of Regulatory Compliance 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. 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.

**Organizational Structure**

1. Office of the Deputy Assistant Secretary: 1 ES; 2 GS
2. Office of Compliance: 1 ES; 2 EJ; 1 8 GS
3. Office of Disposal Operations: 1 ES; 15 GS
4. Office of Public & Intergovernmental Accountability: 7 GS; 6 ED
5. Office Nuclear Material Disposition: 1 EJ; 7 GS

## **Office of Compliance**

### **Mission**

The mission of the Office of 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. 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 Principle (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 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 Def. 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. Oversees 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 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 WIPP shipping plan, TSCA burn plan, NTS disposal plans; reviews and recommends EM sites waste management strategies and proposed changes to them.

2. Oversees and integrates WAC, 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 Waste Policy Act Amendments of 1985, including managing the Manifest Information Management System (MIMS) which supports the States and Compacts on LLW/MLLW disposal matters.
5. Liaisons with repository program on waste acceptance issues on HLW, SNF and other materials planned for disposal at the geologic repository.
6. Conducts technical risk evaluations of HLW, LLW, MLLW, 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 GTCC LLW, scrap metals and source disposition.
10. Develops, implements, and oversees 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. Responsible for all Headquarters functions under Title X (Uranium/Thorium Reimbursement Program) of the Energy Policy Act of 1992.

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

### **Mission**

The mission of the Office of Public and Intergovernmental Accountability is to develop guidance, and monitor and ensure implementation of the Department's Public Participation Policy, DOE Policy 141.2 and of 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. Establishes policies and manages the EM Site-Specific Advisory Board (SSABs) program.
2. Establishes policies and manages the Environmental Management Advisory Board.
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. Establishes 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 of Compliance.

## **Office of Nuclear Material Disposition**

### **Mission**

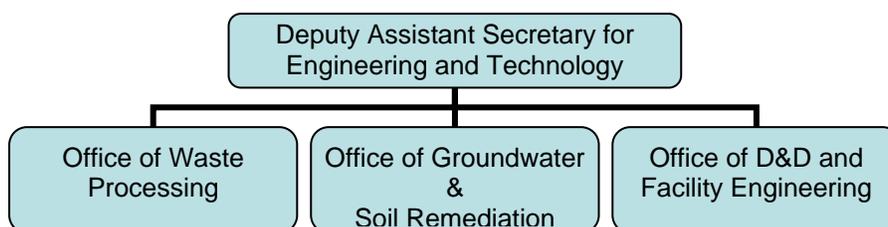
The mission of the Office of Nuclear Material Disposition is to perform analyses and develop and recommend program strategies integrated across the full spectrum of EM mission decisions to inform program management, strategic planning and budget formulation. The Office leads efforts to develop strategies for the disposition of strategic, industrial and special nuclear materials (SNM), and spent nuclear fuel (SNF) from within the EM complex. Responsibilities include development and maintenance 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, such as setting programmatic priorities to guide budget formulation.
2. Develops and coordinates integrated strategies, planning documents and guidance supported by life-cycle cost, scope and schedule for management and disposition of EM's inventory of SNF, excess nuclear materials (such as the U-233 in OR 3019), and other non-waste materials.
3. Develops an integrated strategic plan for the disposition of special nuclear material and spent nuclear fuel 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, five-year plans, 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 spent nuclear fuel 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 special nuclear material and spent nuclear fuel disposition.
12. Leads and coordinates the preparation of reports and other documents as may be required by Congress or other governmental elements related to its areas of responsibility.
13. Provides Headquarters coordination and oversight of the Portsmouth/Paducah Project Office Gaseous Diffusion Plants Lease Administration activities at Portsmouth and Paducah.

## Office of the Deputy Assistant Secretary for Engineering and Technology



### **Deputy Assistant Secretary for Engineering and Technology**

#### **Mission**

The mission of the Office of Engineering and Technology 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.

#### **Organizational Structure**

1. Office of the Deputy Assistant Secretary: 1 ES; 2 GS
2. Office of Waste Processing: 1 ES; 10 GS
3. Office of Groundwater and Soil Remediation: 1 ES; 10 GS

4. Office of Decontamination and Decommissioning and Facility Engineering: 1 ES; 1 SL; 10 GS

### **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.

### **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 conducts 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 providing 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. Develops and maintains a "Lessons Learned" program including mechanisms for dissemination of appropriate information on waste processing.
4. Designs and reviews technical aspects of key design/build projects.
5. Oversees design.
6. Oversees all activities associated with tank waste retrieval.
7. Responsible for technical review of waste determination performance assessments of all waste processing projects.
8. Manages Congressionally directed activities in the areas of waste processing.
9. Provide 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.

### **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 problems.
4. Conducts technology development activities to address specific groundwater and soil remediation problems.
5. Develops and maintains a “Lessons Learned” program including mechanisms to disseminate appropriate information on groundwater and soil remediation.
6. Interfaces with Interstate Technology and Regulatory Council.
7. Coordinates and participates in the activities of Strategic Environmental Research and Development Program//Environmental Security Technology Certification Program.
8. Provides direction and oversight of EM activities at supporting institutions, such as the Savannah River Ecological Laboratory and the Medical University of South Carolina.
9. Manages and monitors natural attenuation projects in support of alternative solutions to reaching an end state.
10. Manages Congressionally directed activities in soil and groundwater programs.
11. Develops and implements institutional controls policy.
12. Provide technical support for performance assessments.

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

### **Mission**

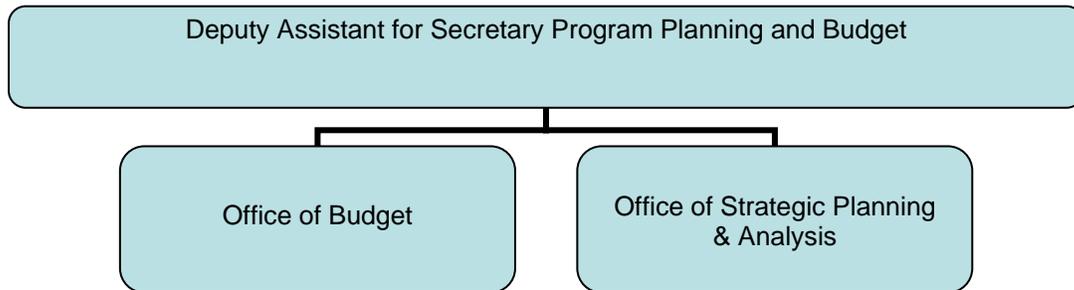
The mission of the Office of Decontamination and Decommissioning and Facility Engineering is to perform assessments, establish technical criteria, and cross-site integration. The office develops guidance and provides support on the decontamination and decommissioning activities across the EM complex. 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. Ensures compliance by EM sites with DOE real property orders.
8. Infrastructure reporting (IFI crosscut).

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



**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.

**Organizational Structure**

1. Office of the Deputy Assistant Secretary: 1 ES; 2 GS
2. Office of Budget: 1 ES; 17 GS
3. Office of Strategic Planning and Analysis: 1 ES; 11 GS

**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**

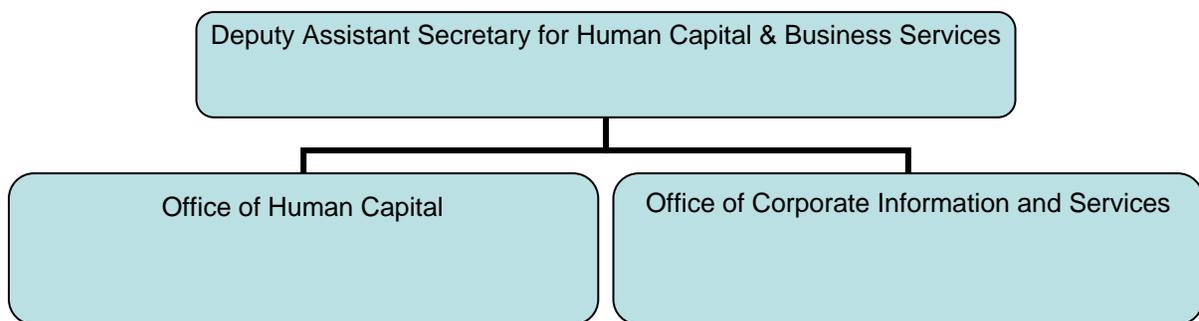
The mission of the Office of Strategic Planning and Analysis is to perform strategic planning and critical analysis for the EM mission. It is also responsible for developing performance measures and ensuring that those standards are met, and to support all Congressional deliverables. It is also responsible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

**Office of the Deputy Assistant Secretary for  
Human Capital and Business Services**



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

**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 procurement, records management, executive services, 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.

### **Organizational Structure**

1. Office of the Deputy Assistant Secretary: 1 ES; 2 GS
2. Office of Human Capital: 1 ES; 17 GS
3. Office of Enterprise Information Technology and Administration: 1 ES; 22 GS

### **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 "siloed", 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 all sites.
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 delegations of authority.
12. Coordinates all Executive Resources Board submissions for all executive level positions across the complex.
13. Advocates for top management in the approval process and interfaces with the Departmental Human Resources staff on all actions.
14. Develops and communicates executive performance management program, consistent with the Departmental program(s) and with other requirements.
15. Coordinates the annual SES closeout and Performance Review Board submissions.
16. 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 and Services**

### **Mission**

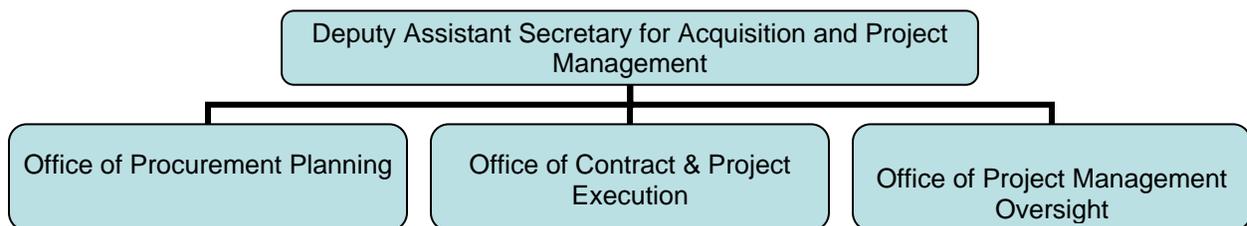
The mission of the Director, Office of Corporate Information and Services is the principal advisor for the Department on matters related to standards and procedures for cyber security, IT capital investment planning, web content management and management support services. This office also provides administrative 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. 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, promulgates, 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 Contracts, Interagency Agreements, and Grants/Cooperative Agreements.
11. Perform EC Web Acquisitions (Electronic Commerce).
12. Award EM contracts, grants, interagency agreements, etc.
13. Prepare and coordinate approval of procurement requests for contract modifications, tasks and performance-based contract modifications.
14. Review and coordinate approval of vouchers.
15. Serve 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.
16. Develop and implement EM procurement strategies and policies.
17. Provide procurement advice to EM program organizations.
18. Logistics/Facilities Support (requisitions for furniture, equipment, update DOE phonebook, subscriptions, etc.).

## Office of the Deputy Assistant Secretary for Acquisition and Project Management



### Deputy Assistant Secretary for Acquisition and Project Management

#### Mission

The mission of the Office of Acquisition and Project Management is to assure effective acquisition and project 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 with the Consolidated Business Center (CBC) on procurements at sites under its procurement authority, overseeing the execution of contracts including the execution of all cleanup and closure contracts in the field, as well as the implementation of project management of projects. Serves as the primary interface with DOE's Office of Management.

#### Organizational Structure

1. Office of the Deputy Assistant Secretary: 1 ES; 2 GS
2. Office of Procurement Planning: 1 ES; 10 GS
3. Office of Contract and Project Execution: 1 ES; 9 GS
4. Project Management Oversight: 1 ES; 17 GS

## **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 lead to coordinate site and project specific acquisition and contract strategy. It interacts with 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. 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.
3. Conducts the preliminary acquisition planning necessary to proceed with new scopes of work.
4. Conducts analyses of performance-based incentives and integration of contract incentives and recommends changes, as necessary.
5. Supports the Procurement Contracting Officer in the Source Selection Process. (*Note: the PCO concept is being developed and will provide more specific defining functions*).
6. Identifies trends in contracting practices across the complex, which are impacting EM effectiveness; develops lesson learned and corrective action to address deficiencies.
7. Develops and issues guidance on contract language, report format, level of analyses to ensure greater consistency for EM acquisitions.
8. Develops procurement and acquisition strategies for the EM complex and unique sites and projects.
9. Disseminates Departmental policies on Contractor Pensions/Benefits, assures implementation of these policies in acquisitions, and analyzes and prepares response to related issues.
10. Conducts cost estimating and other cost analyses as required.

## **Office of Contract and Project Execution**

### **Mission**

The mission of the Office of Contract and Project Execution 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 serves as the focal point within EM on all contract executions and interfaces with the Office of Procurement 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 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 system and leads resolution of issues related to GFSI in contracts.
8. Oversees contractor work force restructuring activities.
9. Identifies opportunities for Small Business and serves as the EM Small Business advocate.

## **Office of Project Management Oversight**

### **Mission**

The mission of the Office of Project Management is to manage, integrate, coordinate, and oversee the implementation of project management within EM. This includes development of policy, defining project requirements, analyzing and overseeing project execution, and reporting to senior management on project execution.

### **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. 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. 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. Manages the overall EM “Lessons Learned” program, and coordinates with other EM offices on their individual “lessons learned” activities.
10. Conducts independent analyses of projects with poor performance and recommends solutions.
11. Serves as the central project assessment data repository.
12. Conducts project and program risk management.
13. Coordination and development of Exhibit 300’s (non-IT).

14. Develops and maintains a master EM Integrated Schedule to ensure the logical sequencing of complex-wide capabilities required to accomplish EM missions.