

OFFICE OF ENVIRONMENTAL MANAGEMENT
MISSION AND FUNCTION STATEMENT

Immediate Office of the Assistant Secretary

Mission

The mission of the Office of Environmental Management (EM) is the accelerated risk reduction and cleanup of the environmental legacy of the nation's nuclear weapons program 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 114 sites across the country. Included 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 Department's mission and remediate extensive surface and groundwater contamination.

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 the institutional health and 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 accelerated 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.

Chief Operating Officer

Mission

The Chief Operating Officer assists the Assistant Secretary for Environmental Management (EM) in carrying out oversight responsibilities for sites under EM's jurisdiction, and serves as alter ego for the Assistant Secretary. The Office provides day-to-day operational oversight and management of the environmental health and safety, safeguards and security, emergency management, and contract execution at EM sites and facilities. The Office ensures overall site integration and operations to ensure line management accountability.

Functions

1. Serves as the Chief Safety Officer for EM.
2. Serves as the EM Acquisition Officer and develops EM specific Source Evaluation Board policies and procedures.
3. Serves as first line supervisor to EM field Managers/AMEMs.

Safeguards and Security/Emergency Management

1. Serves as the EM single point of contact for safeguards and security issues across EM programs.
2. Provides program advocacy and technical assistance for EM safeguard policy and security development and implementation, and safeguards and security budget justification.
3. Serves as EM Headquarters Security Officer.
4. Provides policy and program direction for EM field element emergency management planning functions to ensure that each field element has adequate response capabilities
5. Develops the EM Headquarters Plan and Implementing Procedures and reviews EM field element Emergency Readiness Assurance Plans.
6. Participates in the Headquarters response to an emergency condition at any EM field facility and any transportation incident.
7. Develops an emergency response training program for federal, state, tribal and local emergency responders for DOE (non-weapons) transportation incidents.
8. Provides safeguards and security expertise to EM, in a teaming approach with the Office of Security and Emergency Operations, and ensures that EM sites effectively implement safeguards and security policy requirements.

ISM/Operations Oversight

1. Ensures implementation of EM's Integrated Safety Management system.
2. Serves as EM's liaison to the Defense Nuclear Facilities Safety Board (DNFSB), represents the Assistant Secretary on day-to-day Board-related issues and ensures compliance with the requirements of DNFSB recommendations.
3. Manages the EM operational safety, health and quality assurance programs such as; Price Anderson Amendment Act reporting; Startup/restart of Nuclear Facilities; Operational Readiness Reviews; occurrence reporting information; Conduct of Operations and operational assessments.
4. Serves as the senior EM official providing day-to-day operational oversight, feedback, and direction to EM's field elements.

Consolidated Business Center

1. Provides business support services to its customers in the field offices and project sites. Business support functions include; contracting/procurement; financial management; human resources management; information resource management (IT); legal; and logistics.
2. Maintains a site closure cadre with technical and operational expertise in closing EM sites such as Rocky Flats and Ohio.

The CBC will be an EM Headquarters element located outside of the Washington, DC. Area. The CBC Director will report to the Chief Operating Officer, who is responsible for the operations of the CBC.

Deputy for Corporate Strategy

Mission

The mission of the Deputy for Corporate Strategy is to assist the Assistant Secretary for Environmental Management (EM) in carrying out program and policy direction under EM's jurisdiction. The Deputy ensures integrated coordination of corporate initiatives across the Department. The Deputy provides daily oversight of the mission programs (Environmental Cleanup and Acceleration, and Logistics and Waste Disposal Enhancements) and the management support organizations (Business Operations and Performance Intelligence and Improvement).

Functions

1. Serves as the senior EM official responsible for integration of EM and Department of energy corporate initiatives, with a goal of achieving performance excellence in accelerated cleanup.
2. Serves as the senior EM official responsible for integration of EM and Department of energy corporate initiatives, with a goal of achieving performance excellence in accelerated cleanup.
3. Provides analysis of EM performance strategies and progress including cost, scope, and schedule elements, to ensure technically sound and efficient solutions to cleanup challenges.
4. Is the EM management official responsible for operations in the headquarters mission programs (Environmental Cleanup and Acceleration, and Logistics and Waste Disposal Enhancements).
5. Serves as the senior EM official responsible for the operation of the core Technical Group and associated assistance to EM field sites.
6. Responsible for propagation of through program and industry of lessons learned both technological, regulatory and business.
7. Serves as corporate communications officer

Office of Business Operations

Mission

The mission of the Office of Business Operations is to manage, integrate and coordinate infrastructure support for the Office of Environmental Management (EM). Infrastructure support includes: budget development and execution; project planning and control and strategic planning and analysis; internal/external coordination; and, business services.

Functions

Budget

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.

Project Planning and Controls

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 documents and guidance packages which support update of life-cycle cost, scope and schedule for the accelerated risk reduction and cleanup program.
3. Manages the development of EM strategic plans and the implementation of procedures for consistent application of requirements to the EM program and project activities.
4. Conducts activities necessary to ensure that EM meets Government Performance and Results Act (GPRA) requirements.
5. Conducts project baseline analyses and maintain systems for change and configuration control.
6. Develops appropriate EM performance metrics, and creates and maintains the corporate level performance measures which provides a periodic update of key performance measures used by EM to manage its projects.
7. Manages the EM ESSAB process and obtains approvals for critical project decisions.
8. Manages and implements requirements under DOE 413.1, *Program and Project Management Policy for the Planning, Programming, Budgeting, and Acquisition of Capital Assets*, and DOE Order 413.1A, *Management Control Program*.
9. Develops processes and procedures for Quarterly Project Reviews and other EM-related project reviews and coordinate and manage the review process.
10. Manages the EM “Question and Answer” process in response to Congressional testimony.
11. Coordinates the development and presentation of testimony on budget issues and review of hearing transcripts.

Internal/External Coordination

1. Establishes policies and manages the EM Site-Specific Advisory Boards (SSABs) program.
2. 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 both WIPP and non-WIPP Tribes and the State and Tribal Government Working Group (STGWG).
4. Establishes EM public participation and electronic communication, outreach policy and guidance, oversees the design and implementation of studies, analyses, and surveys to collect performance information regarding EM's public participation activities, and manages the EM digital archive program.
5. Responsible for insuring the following are carried out in accordance with laws, regulations, directives, etc and they are aligned and managed in accordance with EM performance charts; state Agreements-In-Principal (AIPS), state regulatory grants, other state, county, and city grants, national and other non-profit organizations, state payments-in-lieu of taxes (PILT), Environmental Justice Grants, HBCU and Hispanic educational grants and cooperative agreements, and EM's MOU programs. Conducts oversight monitoring and negotiation agreements, insuring that appropriate resources are used to build the EM negotiation position.

Business Services

1. Manages EM personnel management and support activities, including the approval, submission, processing, tracking and documentation of personnel actions and activities through the EM Hiring Controls process, the recruiting and staffing processes, and the employee recognition process.
2. Manages mission-related Information Technology programs and needs and ensures the Information Technology investments are appropriately identified and justified to support the EM budget process. Ensures mission related systems are reported through OMB processes.
3. Ensures mission-related Information Technology system architecture is consistent with Government-wide and DOE standards. Ensures the integrity and security of EM information and systems.
4. Directs administrative services, including coordinating the review and approval process for domestic and foreign travel and permanent changes of station for all EM.
5. Directs the commitment/document control and records management programs for EM.
6. Coordinates administrative requirements associated with space, logistics, conferences and meetings, including scheduling arrangements, approval and administrative support.
7. Directs the coordination and tracking of EM's responses to Freedom of Information Act requests and serves as EM's liaison for Office of Inspector General, General Accounting Office, and REVCOM activities.
8. Develops and maintains communication tools for public and internal outreach activities.

9. Ensures coordination and integration of cooperative audit strategies and expectations across EM sites, in support of the Office of the Inspector General.

Office of Performance Intelligence and Improvement

Mission

The mission of the Office of Performance Intelligence and Improvement is to assist in achieving performance excellence in the accelerated cleanup and closure of Environmental Management sites. The mission includes developing and implementing strategic initiatives consistent with the President's Management Agenda, developing sound and innovative acquisition strategies for the accelerated cleanup and closure of Environmental Management sites, and conducting analyses to show progress towards meeting Environmental Management's strategic objectives.

Functions

Acquisition Management

1. Evaluates contract performance and DOE contract management and makes recommendations to EM on necessary strategic redirections.
2. Conducts analyses of performance-based incentives and integration of contract incentives and recommends redirection.
3. Executes the EM Contract Management Advisory Council; develops and maintains procedures and ensures that appropriate planning is factored in the Source Selection process.
4. Develops procurement and acquisition strategies for the EM complex and unique sites or projects.
5. Identifies opportunities for Small Business (SB) and serves as the EM SB advocate.
6. Identifies trends in contracting practices across the complex, which are impacting EM effectiveness.
7. Manages and administers EM Headquarters acquisition, procurement, and contract support activities.

Strategic Imperatives

1. Develops policy and guidance for EM on Presidential and Secretarial Initiatives.
2. Develops EM's Human Capital strategy and measures and monitors the strategy's effectiveness.

3. Develops and designs human capital prototype programs such as the Executive Mentoring program designed to improve executive leadership. Conduct organizational assessments to determine effectiveness and develop alternative solutions to correct inefficiency.
4. Develops programs for federal workforce transition at EM closure sites such as Rocky Flats and the Ohio sites. Evaluate federal workforce needs through closure and assist in developing strategies to reduce the size of the workforce while meeting mission needs.
5. Develops and execute executive and employee performance management program, consistent with the Departmental program(s) and with other requirements.
6. Responds to management challenges that are a direct result of EM responses to IG, GAO and Office of Special Counsel reports, and other reports identifying need for management improvement.
7. Manages next-generation of Special Projects that support Top-to-Bottom implementation through concept development and project approval.

Performance Assessment

1. Evaluates EM performance against appropriate standards, project baselines, and data that is compiled in the performance measures.
2. Conducts independent analyses of project performance and effectiveness and make recommendations for alternative solutions to improve performance.
3. Manages the EM “Lessons-Learned” program to share effective results and improve overall corporate performance.
4. Evaluates progress being made in accomplishing EM site plans; evaluate Field Office effectiveness and recommend options for improvement.
5. Evaluates financial findings and areas of risk identified through FMFIA audits. Assesses effectiveness of EM’s financial performance and resource management by evaluating trend data and resource drivers.
6. Evaluates the effectiveness of public participation activities and compliance monitoring.

Office of Environmental Cleanup and Acceleration

Mission

The mission of the Office of Environmental Cleanup and Acceleration is to assist in the accelerated risk reduction and cleanup of sites under the jurisdiction of the Office of Environmental Management (EM) by instituting programs that focus on technology deployment, and assessment and development of alternatives to baseline technologies. In addition, the mission of the Office includes providing technical and engineering services for criticality safety, fire protection and safety, and radiation safety. The Office maintains a cadre of subject matter experts to review, assess and identify vulnerabilities in safety and other engineering systems at EM sites.

Functions

Cleanup Technologies

1. Conducts strategic planning to identify vulnerabilities and determine technology needs for accelerated risk reduction and cleanup activities. Addresses the technological gap between current technologies and technologies that can accelerate mission completion.
2. Provides technical support to EM field sites to facilitate the exchange of technology information, knowledge, and performance data among sites for extended technology deployment.
3. Provides direction, oversight, and evaluation of field-managed technology deployment programs.
4. Assesses current baseline technologies and develop alternative technology strategies to enhance the EM accelerated risk reduction and cleanup mission.

Engineering

1. Identifies technology vulnerabilities and conduct analyses with respect to safety/control systems.
2. Provides technical assistance and expertise in the areas of criticality safety, fire safety, fire protection, and radiation safety
3. Implements the SAR program including analysis of Safety Analysis Reports and providing guidance on authorization basis/nuclear safety.

Core Technical Group

1. Maintains a cadre of subject matter experts in the functional areas of the cleanup program (e.g. D&D, Groundwater, and soil remediation).
2. Performs the necessary review, analysis and document preparation to support EM corporate projects through Critical Decision Four.
3. Supports EM complex integration regarding regulatory agreement processes.
4. Reviews regulatory documents and recommends changes or corrective actions.
5. Manages DOE's regulatory peer review process.
6. Maintains a site closure cadre with expertise in closing EM sites such as Rocky Flats and the Ohio sites. [Note: interim assignment of responsibilities until EM's Consolidated Business Center is established.].
7. Provides guidance, technical assistance, and strategic planning support for accelerated risk reduction and cleanup (e.g., PEIS Records of Decision, groundwater guides and strategies, deactivation planning methods, cleanup standards, etc.).
8. Provides program-wide cross-cutting analytical, technical, and regulatory expertise and support (e.g., environmental cleanup standards, buried TRU analyses, groundwater strategy analyses, NRDA, CERCLA remedy reviews, soil remediation, D&D, and hydrogeology).

Licensing

1. Develops policies, orders, standards, and guidance on package, transportation and hazardous materials safety.
2. Provide technical assistance to field offices in hazardous materials package and transportation activities.
3. Review and recommend approval of authorization basis and safety analysis reports.
4. Develop and review contract requirements for ensuring compliance with internal and external environment, safety, and health requirements.
5. Conduct regulatory analyses of new and emerging regulatory requirements, and review and recommend changes to compliance agreements to ensure that barriers to accelerated risk reduction and cleanup are minimized. Assists the Field Offices in the Technical development of compliance agreements, Agreements in Principle, and settlements by providing technical assistance and guidance.
6. Performs NEPA Compliance Officer duties for EM, including providing guidance, advise, and technical assistance on NEPA issues and documents, and NEPA coordination with other

DOE offices. Examines on-going and completed NEPA reviews to identify gaps in compliance.

7. Implement the requirements of DOE Order 435.
8. Develops and implement an appropriate Package Certification program for EM.
9. Evaluates relevant safety analysis reports for packages in accordance with the requirements of the DOT and of the U.S. Nuclear Regulatory Commission
10. Evaluates, based on certificates of compliance and safety analysis reports, the fabrication, use, and maintenance of selected hazardous materials certified packages used by the DOE

Office of Logistics and Waste Disposition Enhancements

Mission

The mission of the Office of Logistics and Waste Disposition Enhancements is to ensure appropriate disposal sites and options are in place to enable the accelerated risk reduction and cleanup of sites under the jurisdiction of the Office of Environmental Management (EM). This includes management of transportation emergency response and security, route management, transportation operations and dispatch, and assets integration and management. In addition, the Office identifies and manages programs for commercial and Federal disposition options.

Functions

Transportation

1. Develops policy and guidance for transportation emergency response and security.
2. Develops and maintains route management systems to ensure the safe and timely transportation of materials (including radioactive waste materials) to disposal or other sites.
3. Develops and manages a system to ensure safe transportation operations and dispatch.
4. Develops and maintains integrated transportation tools for headquarters and field applications.
5. Manages a transportation program that services the entire Department. Generates models for NEPA analysis, conducts audits of shipping companies, and coordinates use of the TRANSCOM satellite tracking services for Departmental needs.

Commercial Disposition Options

1. Identifies commercial disposition options to ensure and support optimal project planning for accelerated risk-reduction and cleanup.
2. Provides technical assistance to States and regional compacts on national civilian low-level radioactive waste disposition.
3. Maintains cognizance of commercial disposal options utilized by EM.
4. Develops national business case based on comprehensive cost benefit analysis that recommends the most efficient and effective disposition solutions.

Federal Disposition Options

1. Evaluates EM disposal needs and develops options that ensures the integration and maximizes the use of Federal disposal facilities, including WIPP, NTS and ERDF for accelerated risk-reduction and cleanup.
2. Conducts technical risk evaluations of high-level, low-level, mixed low-level, transuranic and other waste streams.
3. Develops risk-based disposal policy and guidance to ensure the safe disposal of EM waste from the accelerated risk reduction and cleanup program.
4. Develop and analyze waste-specific disposal options to allow for the accelerated risk reduction and cleanup of sites.
5. Responsible for oversight and integration of WAC, WAP's permits, etc necessary for the operation of WIPP, ERDF and NTS Disposal.
6. Develops national business case based on comprehensive cost analysis that recommends the most efficient and effective disposition solutions.