

Office of Environmental Management

Fifty years of nuclear weapons production and energy research generated millions of gallons of liquid radioactive waste, millions of cubic meters of solid radioactive wastes, thousands of tons of spent nuclear fuel and special nuclear material, along with huge quantities of contaminated soil and water. The Environmental Management (EM) program was established in 1989 to achieve the successful cleanup of this Cold War legacy. In order to execute its mission, EM has ranked, in priority order, those activities with the greatest risk reduction. Safety remains the utmost priority. EM is committed to its safety principles and will continue to maintain and demand the highest safety performance to protect the workers and the communities where it operates.

Assistant Secretary for Environmental Management

Assistant Secretary

Mission

The Assistant Secretary for Environmental Management (EM-1) is responsible for the execution of the EM mission to complete the safe cleanup of the environmental legacy resulting from five decades of nuclear weapons development and Government-sponsored nuclear energy research. EM-1 is responsible for managing and directing the cleanup of 107 contaminated nuclear weapons manufacturing and testing sites located in 35 states across the United States. Integral to that responsibility is the need to safely disposition large volumes of nuclear waste, safeguard materials that could be used in nuclear weapons, deactivate and decommission several thousand contaminated facilities no longer needed to support the Department of Energy's (DOE's or Department's) mission, and remediate extensive surface and groundwater contamination. Of the 107 sites, cleanup through FY 2011 has been completed at 90 sites and reduced the EM footprint from 3,125 square miles to 318 square miles in 11 states; many of the remaining 17 sites are large and will be active for decades.

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

Functions

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

Principal Deputy Assistant Secretary

Mission

The mission of the Principal Deputy Assistant Secretary (PDAS) for Environmental Management (EM-2) is to assist the Assistant Secretary in carrying out program and policy direction under EM's jurisdiction, and to serve as the alter ego of the Assistant Secretary. The PDAS ensures integrated coordination of corporate initiatives across the program, provides daily oversight of programs managed by the Deputy Assistant Secretaries (DASs) for mission support and mission units, and ensures overall site integration and operations to ensure line management accountability. The mission also includes serving as the senior official and focal point for providing operational oversight, feedback, interface, and direction to the field offices.

Functions

1. Serves as the senior EM official responsible for integration of EM and DOE corporate initiatives with a goal of achieving performance excellence in cleanup.

2. Provides analysis of EM performance strategies and progress including cost, scope, and schedule elements to ensure technically sound and efficient solutions to cleanup challenges.
3. Serves as EM management official responsible for operations in the Headquarters (HQ) Mission Support Offices.
4. Ensures that EM promotes Small Business initiatives across the complex.
5. Serves as first line supervisor (rating official) for HQ Mission Support DASs, and EM Field Managers and Assistant Managers for EM (AMEMs).
6. Ensures the responsibilities of the Mission Support Offices are executed in accordance with EM policy and mission needs.

Associate Principal Deputy Assistant Secretary

Mission

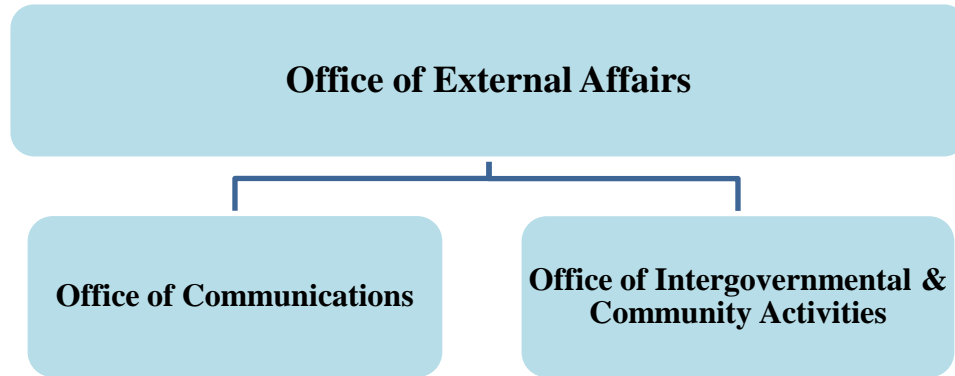
The mission of the Office of the Associate Principal Deputy Assistant Secretary (Associate PDAS - EM-2.1) is to provide oversight for the EM mission activities in the areas of site restoration, tank waste and nuclear material, and waste management by providing direction to EM Mission Unit DASs. The office ensures identification and advancement of strategies to plan and optimize these EM mission activities. The office works to improve integration across the mission areas at both HQ and the field.

The office sets technical direction for strategic applied research and technology development that support the three mission areas of site restoration, tank waste and nuclear materials, and waste management; to provide advice on technical issues; and to promote cross-site integration on technical issues and strategy.

Functions

1. Serves as the lead within EM to address and resolve issues/concerns and ensures effective operations and management through direction to EM Mission Unit DASs. Advises the Assistant Secretary and PDAS on actions implemented regarding operational issues and ensures consistent follow-through and coordination on policy and operational issues involving EM operations.
2. Ensures execution of policies, procedures, orders, and processes that affect EM Mission Units projects and serves as first line supervisor for EM Mission Unit DASs.
3. Provides leadership and direction in the strategic planning and policy developments to the PDAS to provide any new directions and/or guidance for EM field sites and their associated facilities.

4. Provides leadership and identification of processes, and technical practices that improve the performance of EM projects over their entire lifecycle from planning to closure.
5. Provides leadership for applied research and technology development. Directs and oversees EM Mission Units in the development of future portfolio concepts in these areas.
6. Works collaboratively with other DOE and NNSA programs to ensure integration and optimization of EM objectives.
7. Directs benchmarking and oversees continuous improvement efforts including process and document improvements.
8. Represents EM, or identifies designee(s) to represent EM, at external strategic and tactical science and technology meetings.
9. Manages the processes for EM Monthly and/or Quarterly reviews for operating activities and capital asset projects below \$100M threshold.
10. Directs and oversees the EM International Program.



Office of External Affairs

Mission

The mission of the Office of External Affairs (EM-3) is to better inform and involve interested and impacted parties in the EM program for the purpose of achieving our nuclear cleanup goals. The Office develops understandable and informative products on highly technical and often controversial matters and delivers this information through a wide range of channels to EM's stakeholders both inside and outside the Department, this includes the general public, media, Congress, regulators, government and tribal officials, environmental groups, unions, industry, Department employees and contractors, national laboratories and others.

The Office is responsible for managing the Environmental Management Advisory Board (EMAB) and Site Specific Advisory Boards (SSABs) and other efforts to make sure EM makes informed decisions by fully involving the public and stakeholders in the development of policy and programs.

Office of Communications

Mission

The mission of the Office of Communications (EM-3.1) is to provide clear, timely, and consistent communication on the mission and activities within the EM Program, including overall goals and progress toward meeting these goals. The office provides guidance for communications both inside and outside the Department and ensures that the totality of EM communications is being handled in an integrated manner and consistent and informative messages and strategies are being disseminated throughout the organization and to the public, regulators and other stakeholders.

Functions

1. Develops policies, procedures, and guidance for, and advice and assistance to EM HQ and field sites concerning the communications of EM policy and strategies to key stakeholders both within the Department and outside.

2. Develops, plans, coordinates, oversees, directs, implements, and evaluates a multi-faceted EM communications program and strategy. Further, directs and implements an aggressive, integrated, and focused participation program to involve external parties in the development of policy and programs.
3. Plans, directs, and manages the development of corporate messages, communication techniques, and strategies and their dissemination throughout the EM Program.
4. Directs the development and maintenance of communication tools for public and internal outreach activities including speeches, presentations, exhibits, and brochures, newsletters and fact sheets.
5. Directs the preparation of press releases for EM, and handles all press inquiries.
6. Generates themes, messages, and content for EM website, electronic communications and social media in line with Administration and Departmental policies and goals.
7. Coordinates and provides guidance to the EM field offices on field office press releases, congressional activities, website content, operations, requirements, and procedures.
8. Directs EM offices in the review of congressional testimony, and coordinates all congressional inquiries and/or requests within EM.
9. Facilitates interactions with key DOE offices such as Public Affairs and Congressional Affairs.

Office of Intergovernmental & Community Activities

Mission

The mission of the Office of Intergovernmental and Community Activities (EM-3.2) is to develop guidance, monitor, and oversee EM's interactions with intergovernmental groups, advisory boards, tribal nations, and other affected entities, communities, and stakeholders. This will be accomplished in part by ensuring implementation of the following: DOE Order (O) 1230.2, American Indian and Alaska Native Policy, as revised by DOE Order, 144.1, Admin Chg 1, Department of Energy American Indian Tribal Government Interactions and Policy (Jan 16, 2009); DOE Policy 141.1, Department of Energy Management of Cultural Resources (May 02, 2001); the Federal Advisory Committee Act of 1972, 5 U.S.C. Appendix 2 (FACA); the General Services Administration (GSA) implementing regulations, 41 CFR Subpart 102-3, (CFR); and DOE Manual 515.1-1, Advisory Management Program Manual.

Functions

1. Ensures information about EM program activities is communicated with intergovernmental groups, advisory boards, tribal nations, and other affected entities and stakeholders, and coordinates with DOE offices such as Public Affairs and Congressional Affairs on these interactions.
2. Develops and administers EM's Advisory Board Management Program, which includes (EM SSAB) and the Environmental Management Advisory Board (EMAB). Ensures compliance with the requirements of the Federal Advisory Committee Act of 1972); the General Services Administration (GSA) implementing regulations; and the DOE Advisory Management Program Manual, DOE M 515.1-1.
3. Ensures that public and stakeholder input is considered and when appropriate incorporated in EM decision making
4. Participates in developing DOE policies and strategies, and develops and administers EM's National Tribal Government Programs including interactions with the State and Tribal Government Working Group.
5. Administers and supports, by means of grants and cooperative agreements, EM's Intergovernmental Program through institutionalized activities and relationships with various national intergovernmental organizations including the National Governors Association, the National Conference of State Legislatures, the Energy Communities Alliance (ECA), the National Association of Attorneys General, and the Environmental Council of the States.
6. Develops and manages EM public participation outreach policy and guidance. Oversees the design and implementation of studies, analyses, and surveys to collect performance information regarding EM's public participation activities.
7. Assures that grants and cooperative agreements implementing the above programs are carried out in accordance with laws, regulations, directives, etc.



Deputy Assistant Secretary for Site Restoration

Mission

The mission of the Office of Site Restoration (EM-10) is to perform program management functions to identify and advance strategies to plan and optimize EM soil and groundwater remediation, deactivation and decommissioning (D&D), and facility engineering projects and processes; to ensure optimized management of these projects and technical practices; to incorporate transformational technologies and sustainability factors into these projects; to ensure technically sound environmental and public health risk evaluations and performance assessments in selecting remedies and disposal sites; to promote long-term protectiveness; and to ensure environmental compliance across the EM complex. EM-10 is the lead for EM on matters related to EM's legal and regulatory responsibilities defined by laws, negotiated or stipulated compliance agreements, DOE policies and Orders. This includes interface with state regulatory agencies (e.g., U.S. Environmental Protection Agency, and U.S. Nuclear Regulatory Commission), coordination and oversight with field organizations having projects under EM's purview, as well as EM Headquarters Offices, for the development and implementation of effective compliance strategies under the National Environmental Policy Act (NEPA).

EM-10 develops policy and guidance and provides technical advice on issues related to planning and execution of environmental compliance, soil and groundwater remediation, D&D, and facility engineering/sustainability projects, consistent with laws, regulations and DOE policy. The office provides input to senior leadership on emerging technical issues that could impact programmatic deliverables in these areas. The office also direct and oversees technology readiness and external technical peer reviews as appropriate in these areas. The office advises field sites on EM and Departmental policy and strategic initiatives while working to improve integration between HQ and the Field organizations.

EM-10 identifies and implements strategies and technical practices that improve the performance and costs and schedule and reduce the technical risk of EM projects under its purview over their entire lifecycle. The office performs analyses and develops and recommends technical, regulatory, and risk mitigation strategies integrated across the full spectrum of EM mission activities to inform program management, strategic planning, budget formulation and decision-making. The office provides interdisciplinary scientific and engineering consultation, guidance, expertise and technical review and assistance to the EM organization on planning, engineering,

design, technology development, technical readiness, external technical reviews, Integrated Project Teams, and Technical Authority Boards. EM-10 works to reduce total cleanup costs by promoting cross-site integration, standardizing best technical practices, solutions, materials, and processes.

The office interfaces with entities such as the National Academy of Sciences (NAS) and EMAB on issues related to its mission, in coordination with EM's Office of Intergovernmental and Community Activities, as appropriate. The office also develops communications products to ensure EM's major stakeholders and EM communities of practice are educated and informed about compliance, soils and groundwater, D&D and facility engineering issues, and coordinates these products with EM's Office of External Affairs. The office monitors grants, co-operative agreements, and Agreements-in-Principle related to its mission areas, as appropriate.

EM-10 reviews operational practices related to compliance, groundwater and soil remediation, D&D, and facility engineering across all field organizations to ensure and enable effective implementation of the EM mission and to ensure best practices are consistently applied across the EM complex, including participating in peer and independent technical reviews. The office will monitor progress in meeting milestones, metrics, and contract requirements.

EM-10 assists the field organizations with long term planning needed to enable more efficient and effective implementation of the compliance, groundwater and soil remediation, and D&D, and facility engineering programs at each site. The office coordinates with the field offices and all EM-HQ offices to facilitate programmatic and technical issue identification and resolution in these areas and to coordinate cross-cutting requests for action to the field. EM-10 establishes and maintains effective and consistent communications with both the field sites and EM-HQ. EM-10 works with the field sites to prepare fiscal year work plans and multi-year program plans for each area which can then be used to assist in validating budget submissions, integrated priority lists, life cycle cost, environmental liability estimates, project baselines, and contract period of performance baselines. This office ensures integrated coordination and resolution of specific field site and EM HQ issues. The office assists the sites in providing necessary and timely resolution of field office issues and concerns leading to efficient execution of EM's mission at these sites.

The office provides programmatic input to the Office of Program Planning and Budget (EM-60) for budget formulation, strategic plans, and performance plans and performance measures, and supports development of execution guidance for its mission areas. The office works continuously with other EM offices and DOE programs to ensure integration and optimization of EM objectives.

The office will manage and implement requirements under DOE O 413.3B, Project Management for the Acquisition of Capital Assets and conduct assessments of the performance of projects utilizing DOE and contractor systems and reports, and other data sources, as appropriate. The office will coordinate development of Exhibit 300s (non-IT) and Construction Project Data Sheets for EM construction and capital asset projects. The office will also coordinate with the Office of Project Assessment to determine whether proposed projects and their acquisition strategies represent a technically valid, cost-effective, realistic means of accomplishing their

stated objectives and will assist in the development and review of performance evaluation management plans and fee determination basis documents to assess contractor performance. The office will also manage and implement requirements for operations activities following DOE-EM policy and protocols, as appropriate.

The office serves as a site liaison for Richland Operations Office, Oak Ridge Operations Office, and Portsmouth and Paducah Office, working with these sites regarding issues and inquiries that are general in nature.

The office also serves as the interface with DOE national laboratories to define areas with potential synergy with EM activities, which would allow faster deployment of remedies, potential cost savings, or better remedy selection. It will foster an understanding of Laboratory Directed Research and Development (LDRD) portfolios, ongoing Work-for-Others activities, post-doctoral research, etc. to determine if the research is applicable to EM. The office will also serve as the Headquarters champion for Savannah River National Laboratory (SRNL) and provide oversight for SRNL.

Office of Environmental Compliance

Mission

The mission of the Office of Environmental Compliance (EM-11) is to develop policy and guidance on regulatory compliance and to assist sites in ensuring compliant and risk-informed cleanup strategies and programs. It is also responsible for conducting analysis and evaluation of regulatory options for cleanup and compliance with environmental statutes, regulations (e.g., Resource Conservation and Recovery Act - RCRA, Comprehensive Environmental Response, Compensation, and Liability Act - CERCLA), agreements, and DOE Orders (e.g., Radioactive Waste Management). It is responsible for interaction with external regulators and for sharing compliance lessons learned.

Functions

1. Serves as the National Environmental Policy Act (NEPA) compliance office for EM including providing guidance, advice, and technical assistance on NEPA issues and documents to include coordination with other DOE offices, principally the Office of General Counsel.
2. Reviews, analyzes, and provides policy and guidance on environmental laws and regulations, DOE orders, compliance agreements, permits, and cleanup/siting decisions; and determines EM environmental authorities. Integrates the analysis to resolve issues and to support program planning and budgeting.
3. Maintains compliance agreement milestone database, and routinely reports on status.
4. Serves as primary HQ interface with external regulators (e.g., HQ Environmental Protection Agency (EPA), Nuclear Regulatory Commission (NRC)) and with other federal agency

cleanup programs. Monitors and supports sites in negotiations of agreements, closely coordinating with the Office of General Counsel.

5. Coordinates the waste determination process consistent with Section 3116 of the National Defense Authorization Act for FY2005 and development and issuance of Disposal Authorization Statements.
6. Ensures technical consistency and adequacy of performance assessments, composite analyses, and other environment and public health risk evaluations.
7. Co-chairs and operates the Low Level Waste Disposal Facilities Review Group (LFRG) with the Office of Waste Management.
8. Interfaces, through the Office of External Affairs, with external entities such as the EMAB, site-specific advisory boards, and intergovernmental groups on issues related to environmental compliance.
9. Provides policy analysis, coordination with the sites and other HQ and federal agency offices, integration, transition, and support associated with long-term stewardship, institutional controls, and natural resources damage assessments.
10. Provides the oversight for the planning and execution of Project Baseline Summaries (PBSs) with post closure activities and with regulatory support, as appropriate.
11. Leads field call for annual Agreements, Milestones and Decision Documents (AMDD) and provide analysis for compliance evaluation and planning.
12. Conducts Internal Remedy Reviews (IRR) to assist field sites in the development of remediation strategies.

Office of Soil and Groundwater Remediation

Mission

The mission of the Office of Soil and Groundwater Remediation (EM-12) is to provide integration, planning, analysis, coordination, and guidance for ensuring safe and effective management and remediation of contaminated soil and groundwater with the goals of remediating sites while reducing risk and the life cycle cost. The office identifies, integrates, and advances new and best technical practices related to groundwater and soil characterization, modeling, and remediation that improve the performance of EM projects over their entire lifecycle.

Functions

1. Supports the planning, budgeting and project execution and performance monitoring of groundwater and soil remediation activities, including capital asset projects and operations

activities, at EM sites, focusing on those projects in the PBS 30 series (soil and water) and PBSs with post closure activities and regulatory support, as appropriate. Supports development and implementation of acquisition strategies for soil and groundwater activities.

2. Conducts strategic and lifecycle analysis for soil and groundwater remediation activities to support EM's outyear planning and budgeting activities and ensures coordination with planning efforts for decontamination and decommissioning. Integrates work with site operating and system plans.
3. Develops soil and groundwater remediation strategies and proposes changes as necessary. Performs critical analysis and integration of DOE and EM strategies and initiatives related to groundwater and soil remediation activities, and recommends alternative solutions to improve DOE-wide and EM plans.
4. Works with FPDs to identify and resolve both external and internal issues and barriers impacting successful completion of soil and groundwater remediation.
5. Conducts technical risk evaluations and environmental risk assessments for soil and groundwater remediation activities.
6. Assists sites in developing business cases based on risk evaluations and assessment and cost-benefit analysis that recommend the most efficient and effective soil and groundwater remediation risk based solutions.
7. Provides integrated technology development and deployment, leveraging of technology investments of other DOE programs (e.g., Fossil Energy (FE), SC, and NE on advanced modeling), engineering leadership, and technical assistance for groundwater and soils remediation activities.
8. Coordinates and participates in the activities of the DOE-SC Subsurface Environmental Science Program by reviewing proposals and works collaboratively with SC to utilize the results from basic science research.
9. Seeks collaborative opportunities with domestic and international agencies/institutes.
10. Coordinates and implements the Small Business Innovative Research (SBIR) program with Office of Science.
11. Monitors grants and co-operative agreements related to soil and groundwater program.
12. Interfaces and participates with the Interstate Technology and Regulatory Council (ITRC), EPA, DOD (e.g., Strategic Environmental Research and Development Program and Environmental Security Technology Certification Program), and other federal agencies as appropriate.

13. Supports siting design and performance assessment of on-site disposal facilities. Coordinates with Office of Environmental Compliance (EM-11) and Office of Disposition Planning and Policy (EM-32).
14. Manages and coordinates development and definition of end states for groundwater and soils projects for EM sites in coordination with Office of Environmental Compliance (EM-11).

Office of Deactivation & Decommissioning and Facility Engineering

Mission

The mission of the Office of Deactivation & Decommissioning and Facility Engineering (DD/FE - EM-13) is to provide integration, planning and analysis for all EM D&D/FE including sustainability projects to ensure that these activities are completed efficiently and effectively reducing significant risks and life cycle schedules and costs in the D&D program. The office provides technical direction and/or assistance to resolving difficult technical problems associated with D&D.

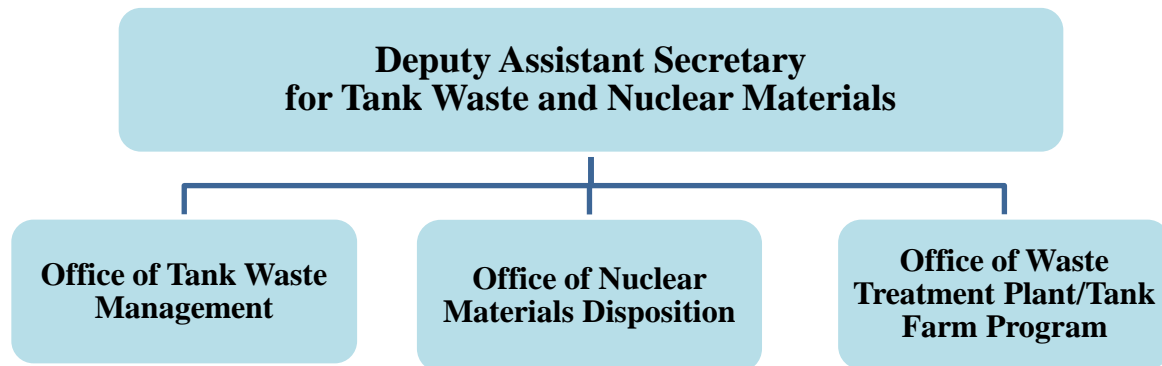
The office also coordinates EM's sustainability and energy management and efficiency related initiatives, and provides EM field offices and Program Managers better tools to manage EM buildings and assets by improving technologies and optimizing real property assets and energy use. The office performs assessments, establishes technical criteria, and promotes cross-site integration.

The office develops guidance and provides support on D&D activities, sustainability/energy management, and real property asset management across the EM complex. The office manages the transfer of excess contaminated facilities and materials from NNSA, SC, and NE to EM.

Functions

1. Supports the planning, budgeting, and project execution of D&D activities, including capital asset projects and operations activities, at EM sites, focusing on those projects captured in the PBS 40 and 50 series and PBSs with post closure activities and regulatory support, as appropriate. Supports development and implementation of acquisition strategies for D&D activities.
2. Responsible for policy, planning and analysis for transition of facilities into and out from EM. Manages transfer of excess contaminated facilities and materials from NNSA, SC, and NE to EM and of cleaned up land either back to NNSA, SC, and NE or to Legacy Management (LM). Conducts strategic and program planning for D&D. Integrates work with site operating and system plans.
3. Develops D&D strategies, including definition of D&D end states and proposes changes as necessary. Performs critical analysis and integration of DOE and EM strategies and initiatives related to D&D activities, and recommends alternative solutions to improve DOE-wide and EM plans.

4. Conducts strategic and lifecycle analysis for D&D and facility engineering activities to support EM's outyear planning and budgeting activities and ensures coordination with planning efforts for groundwater and soil remediation. Integrates work with site operating and system plans.
5. Works with FPDs to identify, coordinate, and resolve both external and internal issues and barriers impacting successful completion of D&D.
6. Assists sites in developing business cases based on cost-benefit analysis that recommend the most efficient and effective D&D solutions. Conducts technical risk evaluations and environmental risk assessments for D&D activities.
7. Conducts technology development activities to address specific D&D problems to reduce life cycle cost and schedule to the program. Provides integrated technology development and deployment, leveraging of technology investments of other DOE programs, engineering leadership, and technical assistance for D&D and FE activities.
8. Approves authorized limits for the radiological release of real property. Manages the maintenance and updating of Residual Radioactivity (RESRAD) codes for building and soils and baseline risk assessment. Provides technical support for use of RESRAD as requested.
9. Ensures EM compliance with DOE real property and energy management orders. Coordinates transfers of real property to Community Reuse Organizations and other entities for asset revitalization and/or economic development. Coordinates and integrates energy efficiency and sustainability initiatives including those required under Executive Orders 13514 and 13423. Works with DOE's Sustainability Performance Office to coordinate collection and analysis of sustainability performance and planning data.
10. Coordinates, analyzes, and concurs on EM site submission for infrastructure reporting (Integrated Facilities and Infrastructure crosscut), including the Ten-Year Site Plans.
11. Works with other DOE programs and sites to develop and implement policies, strategies, and programs to address asset revitalization at DOE sites to promote DOE's national goals for clean energy and energy security.
12. Develops technical communications products for EM staff and contractors, as well as EM stakeholders, to further EM's D&D, sustainability and facility and infrastructure management efforts, and coordinates these products with EM's Office of External Affairs.



Deputy Assistant Secretary for Tank Waste and Nuclear Materials

Mission

The mission of the Office of Tank Waste and Nuclear Materials (EM-20) is to perform program management functions to identify and advance strategies to plan and optimize tank waste processing and nuclear materials (NM), including spent nuclear fuel (SNF), projects and programs and to ensure optimized management of these projects and processes and to incorporate transformational technologies into these projects. EM-20 develops policy and guidance and provides technical advice on the tank waste system and NM and provides leadership to planning and executing EM programs for the storage, retrieval, pretreatment, treatment, and final preparation of these materials for disposal and tank closure planning. The office supports the sites in the execution of this work scope and provides complex wide integration of the operations and activities associated with these materials. These policies are in keeping with laws, regulations and DOE policy requiring responsible engineering practices and operational requirements that ensure that system/facilities designs meet appropriate standards.

EM-20 identifies and implements strategies and technical practices that improve the performance and costs and schedule for tank waste and NM projects. It also, in concert with the field offices, examines and proposes approaches to reduce the technical risks associated with these wastes and materials over the entire lifecycle. The office provides interdisciplinary engineering consultation, guidance, expertise and technical review and assistance to the EM organization. The office performs analyses and develops and recommends technical and regulatory strategies integrated across the full spectrum of EM mission activities to inform program management, strategic planning, budget formulation and decision-making.

The office leads EM efforts to: (1) Develop tank waste strategies and technologies that result in an improved, optimized, and less-costly tank waste system; and (2) Develop strategies for the disposition of strategic, industrial, NM, and SNF from within the EM complex. The office also works to reduce total cleanup costs by promoting cross-site integration, and standardizing best technical practices, solutions, materials, and processes for these areas. EM-20 ensures that mechanisms are available to access a cadre of subject matter experts to assist in these areas to

reduce planning, design, and 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. EM-20 also works to reduce total cleanup costs by promoting cross-site integration, and standardizing best technical practices, solutions, materials, and processes. The office provides input to senior leadership on emerging technical issues that could impact programmatic deliverables in these areas. The office also directs and oversees technology readiness and external technical peer reviews as appropriate in these mission areas.

EM-20 reviews operational practices related to tank waste processing, and NM and SNF disposition across all field organizations to ensure and enable effective implementation of the EM mission and to ensure best practices are consistently applied across the EM complex. The office establishes review processes to monitor progress in meeting milestones, metrics, and contract requirements.

EM-20 assists cognizant field organizations with long term planning needed to enable more efficient and effective implementation of the tank waste processing, and NM and SNF disposition programs. The office coordinates with the field offices and all EM-HQ offices to facilitate programmatic and technical issue identification and resolution regarding tank waste, nuclear materials and spent nuclear fuel.

The office interfaces with entities such as the NAS and EMAB on issues related to its mission, in coordination with EM's Office of Intergovernmental and Community Activities, as appropriate. The office also develops communications products to ensure EM's major stakeholders are educated and informed about tank waste, NM, and SNF, and coordinates these products with EM's Office of External Affairs.

EM-20 works with the field sites to prepare multi-year program plans for each area which can then be used to assist in validating budget submissions, integrated priority lists, life cycle costs, environmental liability estimates, project baselines, and contract period of performance baselines. The office provides programmatic input to the Office of Program Planning and Budget (EM-60) for budget formulation, strategic plans, and performance plans and performance measures, and supports development of execution guidance for its mission areas.

The office will manage and implement requirements under DOE O 413.3B, Project Management for the Acquisition of Capital Assets, and conduct monthly assessments of the performance of projects utilizing PARS II data, FPD and contractor reports, and other data sources, as appropriate. The office will coordinate development of Exhibit 300s (non-IT) and Construction Project Data Sheets for EM construction and capital asset projects. The office will also coordinate with the Office of Project Assessment to determine whether proposed projects and their acquisition strategies represent a technically valid, cost-effective, realistic means of accomplishing their stated objectives. The office will also manage and implement requirements for operations activities following DOE-EM policy and protocols, as appropriate.

The office serves as a site liaison for the Savannah River Site (SRS) and the Office of River Protection (ORP) and will work with the sites regarding issues and inquiries that are general in nature.

Functions

1. Identifies and advances technologies, processes and technical practices that improve the performance of EM tank waste, NM, and SNF over their entire lifecycle through disposal or final disposition.
2. Provides for the highest level of interdisciplinary engineering consultation, guidance, expertise and continuity in this program area within the organization.
3. Provides programmatic input to EM-60 for budget formulation, strategic plans and performance measures, and supports development of execution guidance for PBS-11, PBS-12, PBS-14 series and PBS-60.
4. Works with cognizant sites to assess potential adverse impacts to tank waste, NM, and SNF programs from proposed budget scenarios; and recommends mitigating strategies to EM-60 and EM senior management.
5. Monitors performance of tank waste and nuclear materials activities to evaluate performance against established metrics, milestones, contract requirements, and other parameters as required.
6. Monitors grants, co-operative agreements, and Agreements-in-Principle (AIP) related to mission areas, as appropriate.

Office of Tank Waste Management

Mission

The mission of the Office of Tank Waste Management (EM-21) is to lead EM efforts to develop tank waste strategies and technologies that result in an improved, optimized, and less-costly tank waste system. The office provides oversight of EM's tank waste management activities and is responsible for the development of transformational technology needed to address tank waste processing needs across all EM tank waste programs. It is also responsible for development of technical direction and assistance to sites in the execution of the tank waste systems. The office provides oversight of tank waste construction projects, including the Salt Waste Processing Facility, the Sodium Bearing Waste Treatment Facility, and future calcine treatment/packaging facility.

Functions

1. Identifies and implements transformational strategies and technologies that improve the performance and reduce the life cycle costs of the tank waste systems.
2. Supports field office activities associated with tank waste storage, retrieval, and treatment programs and projects, including strategic and program planning.

3. Integrates tank waste technology development plans with site operating and system plans for tank waste systems.
4. Works with EM-23 to integrate between tank waste system plans for SRS and Hanford.
5. Ensures technology development activities are conducted to address specific tank waste processing issues. Leverages the technology investments of other DOE programs to support the EM tank waste program.
6. Implements the Engineering and Technology Roadmap initiatives and NAS recommendations for tank waste.
7. Leads/Administers the Tank Waste Corporate Board.
8. Provides technical assistance, such as independent reviews of technical issues or risks, to solve specific tank waste processing problems.
9. Monitors grants and co-operative agreements related to tank waste processing, as appropriate.
10. Reviews technical aspects of key projects for tank waste capital projects.
11. Conducts External Technical Reviews and Technology Readiness Assessments and risk assessments, as needed, pertaining to tank waste processing.
12. Provides programmatic input to EM-60 for budget formulation, strategic plans and performance measures, and supports development of execution guidance for PBS-14 activities.
13. Leads national tank waste technology development program, with input from the Chief Scientist, as appropriate.
14. Directs and oversees technology readiness assessments and external technical peer reviews for the EM organization by using a cadre of subject matter experts.

Office of Nuclear Materials Disposition

Mission

The mission of the Office of Nuclear Materials Disposition (EM-22) is to perform analyses and to develop and recommend program strategies for management and disposition of EM NM, SNF, and other surplus nuclear materials for EM. Responsibilities include developing integrated management and disposition strategy documents for surplus special nuclear material (SNM), SNF, and other surplus materials; conducting trade studies and performing life-cycle alternatives analysis; providing out-year budget integration and program planning support; and interfacing

with other DOE program offices to assure integrated planning, coordination, and timely resolution of cross-cutting issues involving surplus NM and SNF.

Functions

1. Performs and conducts strategic and program planning activities including cross-cutting analyses to identify cost-effective strategies and plans for management and disposition of SNM, SNF, and other surplus nuclear materials and assists sites with implementation of these strategies and plans.
2. Coordinates EM's surplus plutonium, highly enriched uranium (HEU), and other nuclear material disposition activities with NNSA and other DOE program offices, as appropriate.
3. Ensures EM interests are represented by assisting and coordinating with NNSA in negotiations with foreign governments and in planning and acceptance for future receipts of the Foreign Research Reactor SNF and Gap Material at EM facilities, consistent with the Department's commitments on the Foreign Research Reactor return program and Global Threat Reduction Initiative (GTRI).
4. Coordinates and works closely with international partners (e.g. International Atomic Energy Agency (IAEA), United Kingdom Nuclear Decommissioning Authority, Atomic Energy Canada Limited, Sweden (SKB), etc.) and national laboratories on collaborative efforts and technology development activities concerning management and disposition of SNM and SNF.
5. Develops and coordinates integrated strategies, planning documents, including systems plans, and guidance supported by life-cycle cost, scope, and schedule for management and disposition of EM's inventory of surplus SNM (such as Pu-239 and HEU), SNF, other surplus nuclear materials (such as Pu-238), and GTRI Gap nuclear material and SNF.
6. Leads, administers and oversees the National SNF Program.
7. Serves as EM-HQ point-of-contact for plutonium stabilization, storage surveillance program per DOE 3013 standard.
8. Represents EM in Departmental forums related to SNM and SNF disposition; and maintains the EM interface with SC, NE, Naval Reactors, and NNSA on matters related to SNM, SNF, and other nuclear materials.
9. Represents EM in Departmental nuclear materials coordination and integration activities being conducted by the Office of Nuclear Materials Integration (NA-73), as well as represents EM on the Department's Nuclear Materials Advisory Board (NMAB).
10. Provides programmatic input to EM-60 for budget formulation, strategic plans and performance measures, and supports development of execution guidance for PBS-11 and PBS-12 activities.

11. Interfaces with external entities such as the Defense Nuclear Facilities Safety Board (DNFSB), Nuclear Waste Technical Review Board, NAS and EMAB on issues related to NM and SNF disposition.
12. Conducts and participates in reviews and assessments pertaining to SNM and SNF programs and activities, such as technology readiness assessments, external technical reviews, risk assessments and quality assurance audits and surveillance.

Office of Waste Treatment Plant/Tank Farm Program

Mission

The mission of the Office of Waste Treatment Plant (WTP)/Tank Farm Program (EM-23) is to serve as the program sponsor for the WTP and the tank waste program at the Hanford Site. This includes the construction of the WTP complex to treat the bulk of tank waste at Hanford. The office is responsible for assisting the field office in the oversight of project-related activities of the WTP, including commissioning and startup, and provides program support to the ORP site.

Functions

1. Serves as EM-HQ advocate for the ORP: WTP and Tank Farm Program.
2. Identifies and implements transformational strategies and technologies that improve the performance and reduce the life cycle costs (LCC) of ORP; furthermore, provides information sharing with EM-21 for tank waste processing efficiency at SRS, Idaho, ORP.
3. Provides technical assistance such as independent reviews to solve tank waste processing challenges, technical issues and/or risks; assists HQ senior management on communication and Q&A to and from ORP.
4. Serves as EM-HQ sponsor for ORP project and all capital projects associated WTP and Tank Farm Program such as Secondary Waste Treatment, HLW Storage, etc.
5. Conducts strategic and program planning for ORP tank waste and integrates work with site operating plan, system plan, and supports "One System-2020" vision.
6. Performs analysis to support senior management on budget matters and provides programmatic input to EM-60 for budget formulation, strategic plans and performance measures, and LCC/environmental liability.
7. Works with ORP and EM-50 on Capital Asset Projects (CAP) such as PBS-0014 (Hanford Tank Waste) and PBS-0060 (WTP), and commissioning of CAP to operational activity; works with EM-50 on contract placement, negotiations, modifications, PEMP, and award fee.

8. Performs analysis to support Operational Protocol, Annual Work Plan, and evaluates mission-specific goals, objectives, and metrics as related to ORP operation.
9. Assists ORP with EIS, TRU tanks, tank closures; analyzes criticality and characterization; supports WESF (Sr & Cs Capsules), and activities stemming from the DNFSB Reports (i.e. Jet Propulsion Mixer).
10. Supports ORP on DNFSB Reports (i.e. safety culture) and industrial safety with EM-40.
11. Performs critical analysis and integration of DOE and EM strategies and initiatives related to the WTP and the remainder of the Hanford tank waste system, and recommend alternative solutions to improve DOE-wide and EM plans.



Deputy Assistant Secretary for Waste Management

Mission

The mission of the Office of Waste Management (EM-30) is to perform program management functions to identify and advance strategies to plan and optimize EM waste management projects and processes; to ensure optimized management and disposition of certain excess material inventories having potential asset value; and to ensure safe and efficient packaging and transportation systems necessary to achieve waste and materials disposition EM-wide. The office develops policy and guidance and provides advice on matters related to planning and execution waste management strategies, certain materials disposition efforts, and radioactive waste and materials packaging and transportation. These policies are in keeping with laws, regulations and DOE policy requiring responsible engineering practices that ensure that system/facilities designs meet appropriate standards. The office supports implementation of EM waste and materials disposition activities and provides the complex-wide integration of operational disposition activities.

The office identifies and implements strategies and technical practices that improve the performance and costs and schedule and reduce the technical risk of EM projects over their entire lifecycle. The office provides interdisciplinary engineering consultation, guidance, expertise and technical review and assistance to the EM organization. The office performs analyses and develops and recommends technical and regulatory strategies integrated across the full spectrum of EM mission activities to inform program management, strategic planning, budget formulation and decision-making. The mission includes the maintenance and oversight of DOE-wide radioactive waste management policies and guidance, as well as fulfillment of DOE statutory responsibilities related to certain civilian radioactive waste streams. It also includes management of the DOE-wide radioactive material packaging/certification program, transportation policy, and operational support and logistics. The office has the responsibility as the DOE HQ certifying official for radioactive and other hazardous material package certifications and the associated audits and inspections.

The office leads EM efforts to: (1) Conduct materials and waste disposition planning and analysis; and (2) Oversee implementation of national waste management, material disposition, and reuse initiatives. The office participates in the formulation and oversees budget execution

for sites and projects within its responsibility, and supports acquisition, project and strategic planning related to its respective sites and projects. The office works continuously with other EM and DOE programs to ensure integration and optimization of EM objectives. The office provides input to senior leadership on emerging technical issues that could impact programmatic deliverables in these areas. The office also directs and oversees technology readiness and external technical peer reviews as appropriate in these mission areas.

EM-30 interfaces with entities such as the NAS and EMAB on issues related to its mission, in coordination with EM's Office of Intergovernmental and Community Activities, as appropriate. The office also develops communications products to ensure EM's major stakeholders are educated and informed about waste disposal and packaging and transportation issues and coordinates these products with EM's Office of External Affairs. The office monitors grants, cooperative agreements, and AIPs related to mission areas, as appropriate.

EM-30 works with the field to prepare multi-year program plans for each area which can then be used to assist in validating budget submissions, integrated priority lists, life cycle cost, environmental liability estimates, project baselines, and contract period of performance baselines. The office provides programmatic input to the Office of Program Planning and Budget (EM-60) for budget formulation, strategic plans, and performance plans and performance measures, and supports development of execution guidance for its mission areas.

The office will manage and implement requirements under DOE O 413.3B, Project Management for the Acquisition of Capital Assets and conduct monthly assessments of the performance of projects utilizing PARS II data, FPD and contractor reports, and other data sources, as appropriate. The office will coordinate development of Exhibit 300s (non-IT) and Construction Project Data Sheets for EM construction and capital asset projects. The office will also coordinate with the Office of Project Assessment to determine whether proposed projects and their acquisition strategies represent a technically valid, cost-effective, realistic means of accomplishing their stated objectives. The office will also manage and implement requirements for operations activities following DOE-EM policy and protocols, as appropriate.

The office serves as a site liaison for Carlsbad Field Office, Idaho National Laboratory, NNSA sites and with Consolidated Business Center (CBC), oversees (e.g. acquisition and project management) small sites (, Brookhaven National Laboratory, Separation Process Research Unit, Moab, Energy Technology Engineering Center, Lawrence Berkeley National Laboratory, and SLAC National Accelerator Laboratory) and West Valley Demonstration Project. For sites and Project Baseline Summaries for which EM-30 has lead responsibilities, the office provides leadership for general information inquiries as well as: required budget formulation; budget execution (scope content and status of expenditures); project management input (PARS-II and Quarterly Projects Reviews); baseline change proposals; review of fiscal year Work Plans; critical decision documentation; performance metrics contract modifications; compliance with DOE Order 435.1, *Radioactive Waste Management* , and provides NEPA support.

Office of Disposal Operations

Mission

The mission of the Office of Disposal Operations (EM-31) is to provide integration, planning and analysis for all EM waste streams to ensure that disposal operations are carried out smoothly. The Office is responsible for development of policy and guidance for waste management and disposal, as well as approval of waste disposition plans. The office provides oversight for the planning and execution of those activities at EM sites included in PBS 13 series, "Solid Waste Disposition," as well as other specific PBSs involving waste management and disposition.

Functions

1. Conducts strategic and life-cycle analysis on waste disposition to support EM's out-year planning and budgeting activities.
2. Works with FPDs to identify and resolve both external and internal issues and barriers impacting successful completion of waste disposition pathways.
3. Review and approves annual waste management execution plans, including those for the Waste Isolation Pilot Plant (WIPP) and the Nevada National Security Site (NNSS).
4. Develops EM sites' waste management strategies and proposed changes to the strategies in accordance with DOE Order 435.1, *Radioactive Waste Management*.
5. Oversees and integrates Waste Acceptance Criteria (WAC), Waste Analysis Plan (WAP) permits, and other strategic documents necessary for the operation of WIPP, NNSS, and other DOE disposal facilities.
6. Reviews and provides recommendations on disposition-related change control actions that impact ongoing activities at EM sites.
7. Implements DOE statutory responsibilities related to the Low-Level Radioactive Waste Policy Amendments Act of 1985, including managing the Manifest Information Management System (MIMS) which supports the states and compacts on Low-Level Waste (LLW)/Mixed Low-Level Waste (MLLW) disposal matters.
8. Conducts technical risk evaluations of LLW, MLLW, transuranic waste (TRU), and other waste streams.
9. Assists sites in developing business cases based on cost-benefit analysis that recommend the most efficient and effective disposal solutions in accordance with DOE Order 435.1, *Radioactive Waste Management*.
10. Provides technical input and guidance for LLW and MLLW disposal, including assurance of consideration of life-cycle cost data analyses.

11. Serves as Deputy Chair for the LLW Corporate Board and serves on the TRU Waste Corporate Board. Collects and maintains complex-wide LLW/MLLW forecast database.
12. Provides programmatic input to Office of Program Planning and Budget (EM-60) for budget formulation and supports development of execution guidance for respective sites and projects.

Office of Disposition Planning and Policy

Mission

The Office of Disposition Planning and Policy (EM-32) provides expert advice, leadership and guidance for ensuring safe and effective management of EM wastes and excess valuable materials. The office serves as the Department's lead for DOE O 435.1, *Radioactive Waste Management*. The office also serves as the principal representative in EM for excess materials disposition programs. Specifically, the office provides guidance and direction on management of excess uranium, heavy water, and uranium-bearing materials that have future beneficial use or are considered to have potential market value. The office also provides strategic direction and management for surplus scrap metals inventories at EM sites, including nickel, to ensure optimal retention of material value and/or safe and cost-effective disposition of the inventories. The office also continuously evaluates DOE disposal systems and resources and leads development of future disposal systems, as necessary, to accomplish EM mission.

Functions

1. Serves as Department's lead for DOE O 435.1, *Radioactive Waste Management*, maintaining and assuring implementation of DOE O 435.1, including associated manuals and guides.
2. Reviews and approves site and program radioactive waste management strategies.
3. Leads and coordinates the waste –incidental to reprocessing determinations per DOE Order 435.1, *Radioactive Waste Management*, and working with Office of Site Restoration/Office of Compliance, supports coordination of waste determinations pursuant to Section 3116 of the National Defense Authorization Act for FY2005.
4. Co-chairs (with Office of Compliance) the LLW disposal facilities review group (LFRG).
5. Supports Office of Compliance and site efforts to develop and defend site performance assessments and development of on-site disposal facilities.
6. Develops risk-based disposal policy and guidance to ensure safe disposal of EM wastes.
7. Leads in the development of options for disposition of commercial GTCC LLW, scrap metals, mercury, and radioactive sources, including conduct NEPA analysis and interaction with external agencies and organizations.

8. Leads in development and implementation of strategies for management of EM inventories of excess uranium, excess nickel, and surplus metals inventories having asset value.
9. Evaluates EM disposal resources and leads efforts to develop new disposal facilities, as necessary, to accomplish EM missions.
10. Maintains waste acceptance requirements for EM-owned HLW streams requiring future geologic disposal.
11. Works with other HQ offices and programs to support disposition of emerging waste streams and excess material inventories (ex. Mo-99, reprocessing wastes).
12. Provides programmatic input to Office of Program Planning and Budget (EM-60) for budget formulation and supports development of execution guidance for respective sites and projects.
13. Responsible for all HQ functions under Title X (Uranium/Thorium Reimbursement Program) of the Energy Policy Act of 1992.
14. Serves on the Tank Waste Corporate Board.

Office of Packaging and Transportation

Mission

The mission of the Office of Packaging and Transportation (EM-33) is to develop, manage, and coordinate policies and procedures for transportation and packaging activities for DOE materials, including radioactive and other hazardous materials, substances, and wastes. The office develops systems and technologies to ensure transportation and packaging activities are safe, economical, efficient, and secure and meet applicable regulatory requirements. The office also coordinates with internal and external stakeholders to resolve transportation and packaging issues safely, economically, and promptly. The office has the responsibility as the DOE HQ certifying official authorized under DOE O 460.1 and 49 CFR 173.7(d) for radioactive and other hazardous material package certifications and associated audits and inspections.

Functions

1. Provides policy decisions, program direction, and program development for consistency, uniformity, and regulatory compliance of DOE transportation and packaging activities. This includes developing and maintaining appropriate DOE Orders and Implementation guides for packaging and transportation.
2. Provides technical resources and assistance to respond to challenges of Departmental transportation and packaging activities.

3. Develops and maintains integrated transportation and packaging tools for headquarters and field applications. This includes the application of systems and automation technology to support DOE's transportation and packaging activities.
4. Provides transportation and packaging management; develops safety training for domestic and international regulations, Safety Analysis Report for Packaging analysis and review, relevant DOE Orders, and associated guidance and standards.
5. Approves or conducts radioactive material package tests, evaluations, and certifications.
6. Reviews and approves requests from field sites for DOE and NRC Certificate of Compliance applications, DOE and U.S. Department of Transportation (DOT) special permits and exemptions, and IAEA Certificates of Competent Authority.
7. Assists and participates in the development of proposed international, Federal, state, tribal, and local transportation and packaging regulations to include comment and supporting analyses.
8. Compiles and analyzes transportation data for evaluating performance and safety metrics, and develops lessons learned based on the analysis of incidents and accidents.
9. Maintains the Departmental permanent records for packaging certifications, DOT special permits, site emergency management plans, DOE-wide rates/service agreements, and campaign specific activities.
10. Provides technical assistance as requested to the DOT in its role as Competent Authority for the U.S. in international deliberations on the transportation and packaging of radioactive materials.
11. Monitors for new regulations, interprets and communicates new requirements to affected EM personnel and sites, advocates EM's position on new or revised regulations to appropriate agencies such as DOT and NRC, and manages any transportation exemptions.
12. Coordinates and communicates with stakeholders; and provides forums for the Department's transportation, packaging, and transportation emergency preparedness activities.
13. Provides the policy decisions, program direction, and program development for the Transportation Emergency Preparedness Program.
14. Provides an emergency preparedness training program for Federal, state, tribal, and local emergency responders for DOE radiological transportation incidents.
15. Develops and maintains EM's Standards of Motor Carrier Safety, conducts EM motor carrier safety evaluations, publishes EM-approved motor carrier reports, coordinates motor carrier tenders, and supports the Commercial Vehicle Safety Alliance.

16. Coordinates classified shipments with the NNSA Office of Secure Transportation, represents transportation on various EM Corporate Boards, and leads EM's transportation security and shipment tracking efforts.



Deputy Assistant Secretary for Safety, Security and Quality Programs

Mission

The mission of the Office of Safety, Security, and Quality Programs (EM-40) is to implement DOE/EM-wide Integrated Safety Management and Integrated Safeguards and Security Management oversight activities, the DNFSB recommendations and issues, standards assurance for major project planning and execution, operational safety and awareness programs, and quality assurance programs. The office manages the safeguards and security and emergency preparedness activities for EM. The mission also includes serving as the senior executive official and focal point for providing day-to-day safety operational oversight, feedback, interface and direction to the EM field/operations offices. The DAS represents EM in frequent interfaces with DNFSB and its senior staff and the Chief of Nuclear Safety for the Under Secretary. The DAS oversees startup/restart of nuclear facilities and Operational Readiness Reviews.

Office of Safety Management

Mission

The mission of the Office of Safety Management (EM-41) is to ensure proper implementation and continuous improvement of Integrated Safety Management Systems (ISMS) in the EM complex and to serve as a focal point for EM safety standards and policy development and interpretation and interfaces with internal/external oversight organizations. It serves as the focal point (liaison function) within EM on all DNFSB related issues and ensures timely and technically sound resolution of its recommendations and concerns. The office also coordinates activities for delegating authorities for safety functions to the field and safety-related technical qualification activities in support of the Federal Technical Capability Panel.

Functions

1. Serves as the focal point for development and interpretation of EM safety policy, standards, and guides.

2. Compiles, reviews, analyzes, and monitors EM safety performance data including occurrence reports, Computerized Accident/Incident Reporting Systems (CAIRS), and other DOE corporate and field safety performance indicator input. Uses the results in preparation of periodic and ad hoc safety reports.
3. Sponsors for EM the development of new, or modifications to existing, technical standards.
4. Conducts oversight of the design of safety systems.
5. Provides technical leadership in safety disciplines through subject matter expert staff in areas such as nuclear criticality, radiation protection, fire protection, etc.
6. Maintains awareness of the site safety posture and site project safety performance trends.
7. Serves as EM's liaison to DNFSB on day-to-day activities, and leads/coordinates development of all EM responses to DNFSB recommendations and issues.
8. Serves as liaison to the Under Secretary of Nuclear Security's Central Technical Authority staff.
9. Reviews/approves safety basis documents, design analyses, and exemption requests from the field offices on non-delegated nuclear safety design and other relevant nuclear safety management requirements (e.g., fire protection, radiological protection, quality assurance, and safety and health).
10. Ensures proper implementation, and continuous improvement, of EM HQ ISMS description. Develops criteria for the field annual ISMS declarations, and participates in field ISMS validation reviews.
11. Identifies nuclear safety, facility, and system design/engineering and operational vulnerabilities; and conducts analyses necessary to cause a prompt resolution or effective path forward for correcting identified issues.
12. Manages EM Functions, Responsibilities and Authorities Manual (FRAM) process and updates.
13. Coordinates EM/Field safety delegations of authority.
14. Coordinates safety related technical qualification activities including the DOE Federal Technical Capability Panel commitments for EM.
15. Represents EM on DOE corporate technical training initiatives.
16. Serves as EM's focal point for managing Price-Anderson Amendments Act issues.
17. Develops and implements an Occupational Radiation Protection Program.

18. Coordinates EM activities in support of DOE's Operating Experience Program.

Office of Operational Safety

Mission

The mission of the Office of Operational Safety (EM-42) is to provide oversight and assistance to improve the effectiveness of Federal and contractor safety and health programs and management systems such as operational awareness activities, conduct of operations, work planning and execution, and assessments. Using a variety of methods to identify and understand site safety issues, the office helps field entities develop appropriate actions to improve operational safety performance. The office provides day-to-day awareness of operational safety issues and events at EM sites; helps ensure timely identification and correction of deficient safety conditions; provides advice and assistance on relevant safety innovations, methods, and practices; conducts targeted site visits and assessments, and verifies the effectiveness of completed corrective actions.

Functions

1. Manages and assures effective performance of the EM operational safety and health programs and management systems.
2. Evaluates site-specific operational safety performance, and works with sites to develop and implement appropriate actions to resolve site operational safety and related issues on an ongoing basis.
3. Evaluates, daily, information on safety-related occurrences obtained through the EM Headquarters Notification and Oversight Procedure, the Occurrence Reporting System (ORPS), and operational awareness reports from sites; and, in coordination with EM field organizations, ensures that actions appropriate to the seriousness of the events are taken.
4. Evaluates site Conduct of Operations, Work Planning and Control, Contractor Assurance Systems, readiness reviews and results, and implementation of corrective actions.
5. Develops comprehensive safety oversight procedures and performs line management assessments consistent with the Department's oversight policy and requirements in DOE O 226.1 and the Department's Integrated Safety Management System.
6. Serves as EM's focal point for managing DOE Corrective Action Tracking System, approving Corrective Action Plans, and ensuring that appropriate actions are developed, implemented on schedule, and are effective.

Office of Standards and Quality Assurance

Mission

The mission of the Office of Standards and Quality Assurance (EM-43) 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 and major operating projects and facilities in a timely and technically defensible manner. The office serves as the focal point for developing key criteria and attributes for evaluating the quality and technical rigor of implementation of the appropriate requirements and standards to support a decision making process for the critical phases of a project. The office provides leadership and management of a corporate quality assurance (QA) evaluation program to ensure the field implementation of the specific QA and quality control processes applied to the major EM projects.

Functions

1. Develops a comprehensive Standard Review Plan with clear criteria and lines of inquiries to enable an effective, in-depth evaluation of the various pre-requisite activities for the Critical Decision Phases consistent with the DOE project definitions to ensure that critical DOE O 413.3A and EM Program technical requirements and standards are adequately implemented in critical functional categories.
2. Supports the “Construction Project Review” process for major construction projects.
3. Develops, implements, and maintains the EM HQ Corporate Quality Assurance Program Plan (QAP).
4. Provides oversight of the QAP implementation in HQ and the field.
5. Implements an EM QA Corporate Board to focus on institutionalizing integration of quality into construction, operating, and D&D work activities.
6. Provides direction, guidance, and technical assistance for HQ reviews of the key D&D project planning documents, facility/system walk downs, configuration management and controls, and surveillance and maintenance programs.
7. Directs and supports the review of various project planning and execution documents and acquisition strategies to ensure appropriate quality requirements and standards are in place.
8. Interfaces with the DNFSB, DOE Field Elements, other Program Secretarial Offices, and stakeholders on matters concerning quality assurance and standards.
9. Develops and implements a High Level Waste/Used Nuclear Fuel (HLW/UNF) QA Oversight program to verify conformance to the waste acceptance requirements associated with the Quality Assurance Requirements Description (QARD) across affected EM sites. Leads and/or coordinates HLW/UNF related QA audits and surveillances at EM sites.

10. Supports the DOE EM Improvement Initiative to enhance QA awareness, functionality, capabilities, and oversight in the EM complex.

Office of Safeguards, Security, and Emergency Preparedness

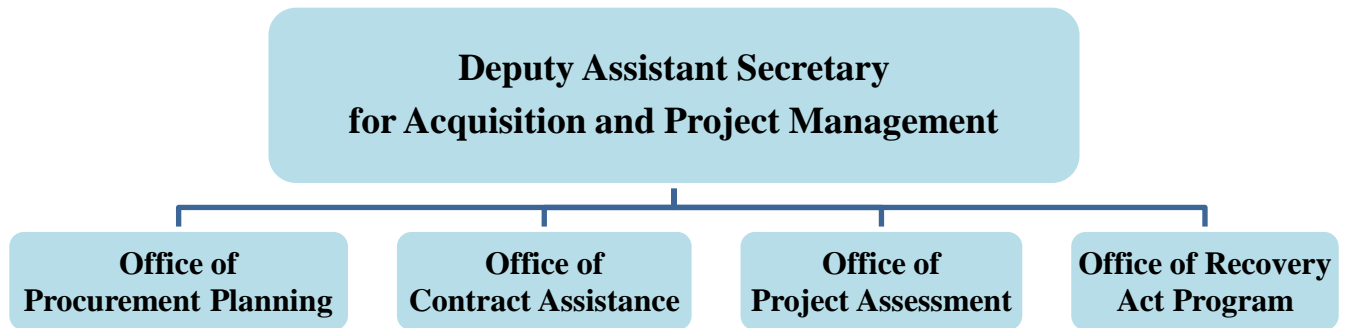
Mission

The mission of the Office of Safeguards & Security/Emergency Management (EM-44) is to develop and oversee the implementation of policy and guidance with respect to security and emergency management and to foster continuous improvement across the EM complex through application of Integrated Safeguards and Security Management principles. It also serves as a liaison with sites and other agencies on security and emergency management issues.

Functions

1. Serves as the HQ Security Officer with responsibilities in the areas of personnel, facility, and document protection.
2. Serves as the HQ Classification Officer.
3. Serves as the Site Security Desk Officer.
4. Provides guidance and oversight in the development, analyses, and implementation of the Graded Security Protection policy.
5. Develops and implements the safeguards and security policy and guidance.
6. Provides oversight of Safeguards & Security (S&S) at EM sites through site assistance visits, assessments, ProForce capabilities analysis, vulnerability assessments, etc.
7. Reviews and coordinates development of vulnerability assessments/security analyses to ensure optimal security; develops EM facility security plans.
8. Develops and implements policy and guidance on site surveys.
9. Serves as security liaison with appropriate DOE and other Federal and state agencies.
10. Supports EM HQ and site offices in addressing safeguards and security requirements in the disposition of surplus and waste materials.
11. Provides oversight of international safeguards activities, agreements, and policy requirements; and provides consultation to the IAEA.
12. Leads S&S program implementation, integration, and policy coordination including review of proposed foreign acquisitions of DOE contractors.

13. Maintains and coordinates with NNSA updates to the Nuclear Materials Inventory Assessment (NMIA) database.
14. Provides technical direction, assistance, and guidance to EM for emergency management issues.
15. Develops and implements an EM-HQ emergency management assistance, assessment, and oversight program for EM field sites.
16. Develops and implements EM Emergency Readiness Assurance Program.
17. Manages and implements the EM HQ Emergency Management Program and Plan.
18. Provides EM HQ exercise support for EM site emergency exercises.
19. Provides training for EM HQ Emergency Management Team members.
20. Serves as EM HQ point of contact for 24 hour initial notification for Operational Emergency and security incidents at EM sites.
21. Manages and executes the EM HQ Continuity of Operations Program (COOP).
22. Oversees and provides guidance to the EM Field site COOP.



Deputy Assistant Secretary for Acquisition and Project Management

Mission

The mission of the Office of Acquisition and Project Management (EM-50) is to assure effective acquisition, contract, and project management in executing the EM program, by working closely with senior level officials in HQ and field managers; external stakeholders; and major contractors for the purpose of achieving acquisition and project management objectives of the EM Program. It provides current, innovative and standardized policy, training, tools, oversight, and guidance for acquisition, contract, and project management. It is also responsible for closing out the EM American Recovery and Reinvestment Act (ARRA) program.

The office is responsible for developing and implementing site and project specific acquisition and contract strategies, and for overseeing placement and execution of all EM contracts in the field. The DAS is the EM Head of Contracting Activity (HCA) and is responsible for effective and efficient operation of the procurement and assistance functions within EM, and compliance with pertinent statutes, regulation and DOE policy as necessary to achieve the mission, goals, and objectives of the Department. The office provides construction and capital asset project management assistance to EM, and provides independent oversight of EM construction and capital asset projects and operations activities, including all activities involved with on-site cost, schedule, technical, and management status review. In addition, the office evaluates construction and capital asset project and operations activities' performance progress; and provides project management assistance for construction and capital asset projects, operations activities, and support for all DOE EM field locations. Also, it evaluates performance progress for all ARRA projects, and provides oversight for completing all requirements of the EM ARRA Program.

This office coordinates EM policies on contractor workforce and benefits and ensures implementation of these policies in acquisitions. Other responsibilities include supporting management and implementation of the Acquisition Career Management Program (ACMP) and the Project Management Career Development Program (PMCDP). The office also ensures the development of a competent, professional contracts and projects workforce to support the accomplishment of EM's mission.

Office of Procurement Planning

Mission

The mission of the Office of Procurement Planning (EM-51) is to develop business solutions for execution of EM major procurements. This is achieved through initiation of long-range and near term comprehensive strategic planning and implementation of innovative contracting strategies to successfully and effectively achieve the overall EM mission. EM-51 has the lead within EM to develop progressive procurement methodologies and establish policies; training; tools; oversight; standardization; and guidance to accomplish site and project specific contracting requirements that are recognized as state of the art throughout the acquisition community.

1. Provide acquisition planning and procurement oversight through the development of state-of-the-art contract policy, guidance, plans, and training that are vital to the execution of EM acquisition functions.
2. Develop and administer EM's long term and contract acquisition strategies for acquisition planning and procurement operations in support of EM mission.
3. Enable acquisition reform through the implementation and application of lean management and best business practices to remove wasteful procurement practices and establish a culture of continuous improvement.
4. Lead and manage the implementation of acquisition planning and execution of source selection procedures for major acquisitions. Lead and integrate contract planning and procurement activities for major acquisition programs.
5. Provide pre-award contracting support and assistance in the implementation and execution of contracts, and use of standardized contracting tools, processes and procedures.
6. Promote opportunities for prime small businesses through counseling sessions, conferences, training, outreach and special engagements.
7. Provide oversight of the small business program by coordinating annual contracting goals with site execution plans, and promoting policies and procedures for the execution of the small business program. Serve as EM's Small Business Advocate.
8. Provide oversight to EM Competition Advocates activities to promote full and open competition and challenge barriers that may provide unnecessary restrictions to procurement opportunities.
9. Interface and communicate directly with the Environmental Management -Consolidated Business Center (EM-CBC) for coordination of procurement actions for which EMCBC serves as the Procuring Contracting Office.

10. Coordinate appropriately with the other offices within EM-50, the EM Mission Unit offices, and the Office of External Affairs in execution of procurement activities.

Office of Contract Assistance

Mission

The mission of the Office of Contract Assistance (EM-52) is to assist, manage, integrate, coordinate, and oversee the execution of post-award contract administration and documentation within the EM program. It is the focal point within EM on all post-award contract execution and contract administration matters, including reporting and contract data accountability and development of internal controls that support excellence in contract execution and oversight.

Functions

1. Oversee the contract administration process being performed at EM sites. Manage the assistance and oversight process for all contract post-award activities including the execution of contract modifications, change orders, Requests for Equitable Adjustment (REA), etc., of the EM contract portfolio. Evaluate contract performance and DOE contract management, and take all necessary actions for problem resolution. Develop white papers, decision documents, and internal contracting policies and procedures for streamlining and improvement of the EM acquisition programs, as required. Develop cross-cutting solutions for complex-wide contract management problems within the post-award environment.
2. Provide sound contracting advice and assistance to EM program offices regarding contract execution issues, including the resolution of complex contract modifications, change orders, and REAs.
3. Assist the field sites in the proper implementation of new contract policies and procedures, thereby, ensuring consistent application and program efficiency. Provide routine forums for communication and exchange of information with contracting officers on initiatives, activities, or issues that are relevant for contract administration activities across the EM. Conduct EM Contract Administration Workshops for contracting officers and other acquisition personnel to enhance knowledge of contracting and acquisition topics and lessons learned.
4. Provide technical assistance and acquisition program guidance, and interface with the EM-CBC and the field offices across the complex for sound management of EM contracts and programs. Assist in the coordination and integration of post-award contractual efforts between the field offices, the Office of Acquisition and Project Management (OAPM), and EM-CBC. Collect and analyze contract performance data and monitor process management.
5. Serve as a liaison among the EM HCA, DOE Senior Procurement Executive, OAPM, and field contracting offices in the resolution of issues regarding matters under review or

findings from audits by the Government Accountability Office (GAO) or Inspector General (IG). Oversee the corrective action process and validate effectiveness of contracting policies and procedures in light of inspection or audit results.

6. Oversee EM-wide subcontract small business program goals. Maintain small business statistical data in order to monitor progress and achievement. Promote opportunities for subcontract small businesses through counseling sessions, conferences, training, outreach and special engagements.
7. Provide assistance to the management of EM's Government Furnished Equipment/Property (GFE/P) system, Pensions and Benefits, Workforce Restructuring Contracting Officer Representative, and grants and financial assistance agreements.
8. Coordinate appropriately with the other offices within EM-50, and the EM Mission Unit offices, regarding pertinent issues.

Office of Project Assessment

Mission

The mission of the Office of Project Assessment (EM-53) is to manage, integrate, coordinate, and independently oversee the implementation of project management (PM) within EM. EM-53 serves as the PM focal point within EM and the primary PM interface with the OAPM and other DOE organizations to ensure the effective and consistent implementation of project management (PM) policies and directives, including DOE Order 413.3B, *Program and Project Management for the Acquisition of Capital Assets*. This includes development of policy, defining project management requirements, analyzing and supporting Field oversight of project execution, managing the Environmental Management Acquisition Advisory Board (EMAAB) processes, providing an integrated assessment of the status and readiness of EM construction projects and their project performance measures, and reporting to senior management on project status. In addition, the mission includes development of policies and conducting assessments for operations activities..

Functions

1. Provide independent oversight of EM construction, capital asset projects, and operations activities including all activities involved with on-site cost, schedule, technical, and management status reviews. Develop PM policies, procedures and guidance for management and oversight of EM construction, capital asset projects, and operations activities.
2. Evaluate progress and performance of all construction, capital asset projects, and operations activities against appropriate standards, project performance baselines, and data that is compiled in the performance measures. Conduct performance baseline analyses and validation reviews for capital asset projects. Perform Earned Value Management System (EVMS) Certification Reviews. Analyze the reported earned value

information and other project performance indicators for EM projects and provide this information to EM management including the mission units. Conduct independent reviews of projects and operations activities and provide recommended solutions to identified issues.

3. Serve as liaison with OAPM, to include: assessing submissions of EM monthly project data, coordinate with OAPM on monthly Deputy Secretary Report, and provide assessments for quarterly status briefings to the Secretarial Acquisition Executive (SAE). Coordinate Quarterly Projects Reports with applicable Acquisition Executive (AE) or their designee for capital asset projects with a Total Project Cost (TPC) greater than or equal to \$100M.
4. Provide management support (e.g., EVMS data collections systems) for development and implementation of project and operations activities management systems to assist HQ and the field.
5. Provide support resources to the field through the EM partnership with the U.S. Army Corps of Engineers. Support development of Exhibit 300s (non-IT) and Construction Project Data Sheets for construction and capital asset projects.
6. Provide routine forums for communication and exchange of information with FPDs and Operations Activity Managers (OAM) on initiatives, activities, or issues that are relevant for construction, capital asset projects, and operations activities across the EM complex. Conduct EM Contract and PM Workshops for FPDs, OAMs, and Contracting Officers and other acquisition management personnel to enhance knowledge of EM contract, PM, and operations management topics and lessons learned.
7. Support the management and implementation of the PMCDP. Assist FPDs and other EM personnel in preparation of PMCDP packages.
8. Coordinate with the Mission Unit Offices to determine whether proposed projects and their DOE Order 413 acquisition strategies represent a technically valid, cost-effective, realistic means of accomplishing their stated objectives.
9. Validate that project performance is consistent with the agreed upon mission and project requirements and that each project has reached the appropriate level of maturity through the Construction Project Review (CPR) and peer review processes. Make constructive recommendations for alternatives or improvements if the contracting approach is found to be unreasonable, not justified, or not integrated into the overall program activities.
10. Provide support to HQ and the field for developing policy on risk management plans and asset risk management plans or construction, capital asset projects, and operations activities. Determine, through the use of a CPR and/or peer review team, whether the scope of the projects and the underlying assumptions regarding technology, management, cost and schedule baselines, and the contingency provisions are valid and credible within DOE's budgetary and administrative constraints. Assess whether the projects and

operations activities meet their baseline within the cost and schedule established, or whether alternative solutions may be preferable. Develop strategies for measurement and improvement of PM and operations management activities.

11. Coordinate appropriately with the other offices within EM-50, the EM Mission Unit offices.

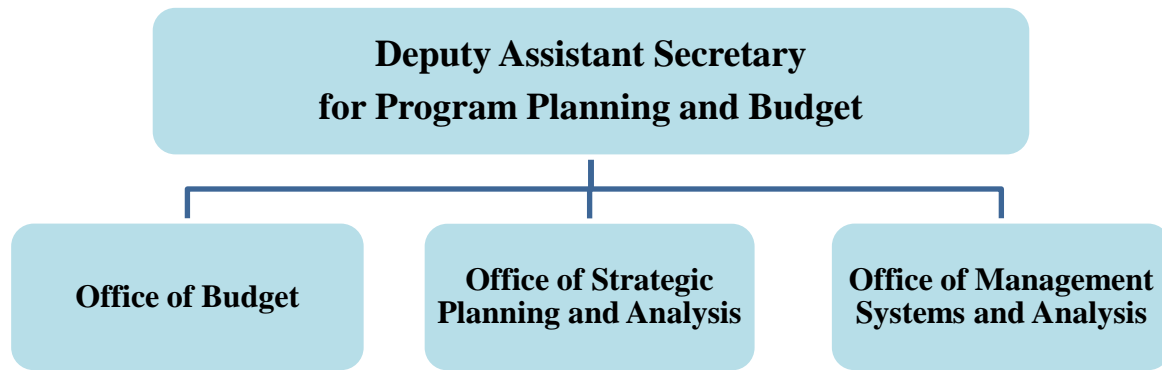
Office of Recovery Act Program

Mission

The mission of the Office of Recovery Act Program (EM-54) is to create/save environmental remediation jobs within the DOE complex through the acceleration of cleanup activities utilizing the funds provided by the American Recovery and Reinvestment Act of 2009. EM-54 provides line management of all aspects of the \$6 billion EM Recovery Act program through direct interactions with the field offices and the EM-CBC. ARRA specific workscope includes both capital asset projects and operations activities.

Functions

1. Oversee aggressive project management of the additional investment to ensure efficient and timely completion of workscope.
2. Serves as primary EM liaison with the DOE Recovery Act Office, Chief Financial Officer, Government Accountability Office, and the Inspector General on all Recovery Act matters.
3. Integrate readiness assessments and Site Execution Plans.
4. Oversee closeout of the EM ARRA program by ensuring accurate and timely documentation of completed project workscope to required specification. Ensure identification, evaluation, and consideration of Lessons Learned from ARRA projects and operations activities for implementation into the EM base program through coordination with field offices, EMCBC, and Mission Units.
5. Coordinate appropriately with the other offices within EM-50, the EM Mission Unit offices, and the Office of External Affairs in execution of procurement activities.



Office of the Deputy Assistant Secretary for Program Planning and Budget

Mission

The mission of the Office of Program Planning and budget (EM-60) is to manage, integrate and coordinate planning and budget support, and ensure the implementation of management initiatives for the EM program. This support includes budget development and execution as well as strategic planning. Specifically, EM-60 leads, guides, and directs strategic and management analyses across the EM program and utilizes the results of those analyses to develop and defend EM's budget request. Strategic analyses include program planning efforts to establish a vision for the program while identifying opportunities for efficiencies across the complex. Management analyses include independent reviews of processes, procedures, and systems as well as integration of cross-functional areas within the program. EM-60 also serves as the primary interface with CFO, OMB, and congressional appropriators, and is responsible for management of EM's corporate database. All these efforts culminate in the formulation and execution of EM's annual budget request.

Office of Budget

Mission

The mission of the Office of Budget (EM-61) is to manage the formulation, justification, review, and execution of the EM budget; provide programmatic guidance and direction; allocate resources; and ensure compliance with the budget process and all budgetary reporting requirements of the Financial Integrity Act. These activities are coordinated with Headquarters organizations and field sites as appropriate.

Functions

1. Delivers required budget documents three times annually to the Chief Financial Officer (CFO), the OMB, and the Congress. This includes transmittal of ancillary information to support the budget justification.

2. Evaluates overall EM budget procedures and processes and implements innovative enhancements and upgrades to improve efficiency and effectiveness. Provide guidance and expectations on the implementation of these processes.
3. Serves as primary interface with CFO, OMB, Congress, and field site offices on all budgetary matters.
4. Provides support to and liaison with EM organizations such as Human Resources and Information Technology as well as outside stakeholders relative to budgetary matters.
5. Provide information and instruction to Mission Unit and field teams on budgetary matters to ensure fundamental understanding of processes and expectations throughout the various budget cycles.
6. Transmits program planning and budget formulation guidance including strategy development, assumptions for future spending, regulatory compliance assumptions, and use of performance measures to assess program effectiveness.
7. Develops and implements systems to support budget formulation processes including Integrated Priority List compilation and analysis that comply with CFO, OMB, and congressional requirements.
8. Develops and transmits guidance to manage limited resources under Continuing Resolution periods, including information to sites to provide to contractors.
9. Processes reprogramming and restructuring actions as required, and performs routine execution analysis and review to support senior management and stakeholders. Subsequently recommends site funding level adjustments to management to address unanticipated issues and requirements. Evaluates mission-specific goals, objectives, and metrics.
10. Develops and implements systems to support budget execution including day-to-day requisitions and obligations for program expenditures as well as control and distribution of funds in accordance with CFO, OMB, and congressional requirements.
11. Ensures EM program is executed in a manner consistent with directed congressional funding levels, and coordinates and transmits EM material to communicate issues and funding appeals to CFO, OMB, and the Congress. This includes financial management associated with OMB apportionment restrictions.
12. Tracks and monitors implementation of congressional direction, and ensures that requests for information from OMB and congressional staff are appropriately satisfied.
13. As needed, coordinate with Mission Units and field sites to arrange programmatic briefings with OMB and congressional staff and leadership.

14. Manages EM's corporate Program Direction and Program Support accounts, including HQ non-labor formulation and execution and the EM Management Initiatives list.
15. Implements the Financial Integrity Act requirements.

Office of Strategic Planning and Analysis

Mission

The mission of the Office of Strategic Planning and Analysis (EM-62) is to perform strategic planning and critical analysis for the EM mission. Key to the planning and analysis mission is the responsibility for developing life-cycle costs and corporate performance measures and ensuring that guidance, procedures and systems are in place to develop, maintain, control and monitor these. Additionally, this office develops, manages, and/or supports all congressional deliverables. This extends to performing legislative and policy analysis to inform the Department and the Administration on issues particular to EM. These activities are coordinated with Mission Unit organizations and field sites.

Functions

1. Develops analytical tools and procedures for defining and evaluating the quality of EM performance and achievement of planned goals and objectives. These activities are coordinated with the field and the Mission Units and field sites.
2. Develops and coordinates with the field and Mission Units strategic planning and defense five year planning documents and guidance packages which support update of life-cycle cost, scope, and schedule for the EM program.
3. Performs critical analysis and integration of DOE and EM strategies and initiatives, and recommends alternative solutions to EM Leadership, Mission Units and the field to improve DOE-wide and EM plans.
4. Works with field sites in preparing the financial data in support of the annual audit of EM's environmental liability, part of the Department's financial statement, in accordance with the requirements of the Government Management Reform Act. This includes setting Standard Operating Policies and Procedures and developing the estimating methodology for use in the audit. Implements EM Risk Management policy including the development of programmatic contingency using the EM Corporate Risk Management Plan, as well as providing guidance and coordination with field sites in developing contingency estimates using DOE Risk Management Guidance.
5. Manages the Integrated Planning, Accountability, and Budgeting System corporate data and business process tools, including the development and integration with headquarters and field site users.

6. In accordance with the Government Performance and Results Act (GPRA) and the GPRA Modernization Act of 2010 requirements, develop appropriate EM corporate performance metrics and milestones that are utilized to manage the performance of EM projects.
7. Tracks and analyzes appropriation and authorization legislation that impact EM. Identify congressional reports and requirements for EM and assigns reports to appropriate Mission Unit or field offices. Provides independent analysis and recommendations regarding legislative proposals and inquiries that impact Departmental and/or EM program policies and objectives.
8. Manages EM's congressional hearing preparation process to support the upcoming fiscal year budget request. Components of the congressional hearing preparation process include budget rollout document development and management pre-briefings, management and assignment of Questions for the Record and inserts for the record, and review and coordination with the Mission Units of hearing transcripts.
9. Develops EM-1 written testimonies and oral statements for congressional hearings to support the upcoming fiscal year budget request.

Office of Management Systems & Analysis

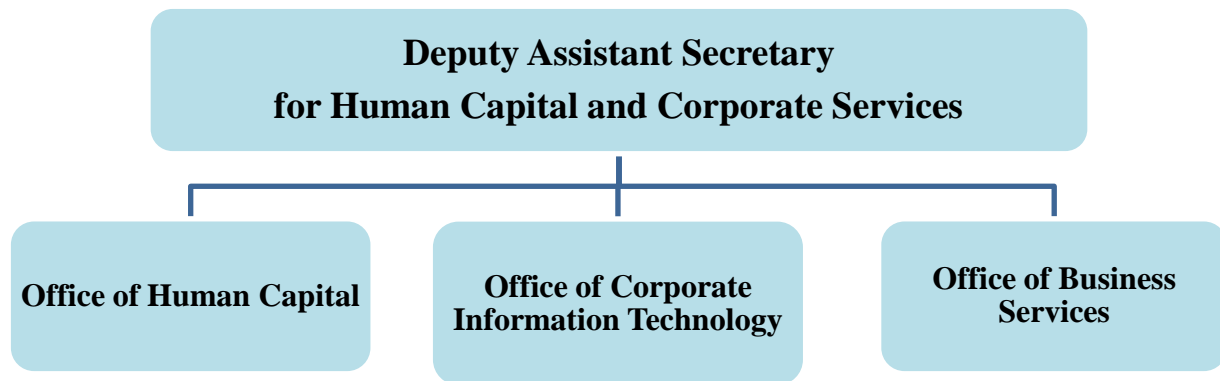
Mission

The Office of Management Systems & Analysis (EM-63) serves as the single focal point to integrate all systems, processes, and practices supporting the EM mission. The office ensures effective and efficient business and management systems, processes, and practices are developed and employed in EM and facilitates EM business and management improvement efforts. The office analyzes the functional capabilities of the organization to ensure proper alignment of authorities and responsibilities between HQs and the field in the execution of the EM mission. The office also manages the EM organizational assessment process to measure achievement and maintenance of High Performing Organization status. The office develops and maintains the process to produce the Annual Performance Agreement to include establishing and tracking status of the strategic metrics. Further, the office has the lead responsibility to coordinate with external organizations, such as the GAO, the National Academy of Public Administration (NAPA), and internal organizations, such as the IG, to facilitate their independent reviews of EM and to ensure closure of EM responses to their recommendations.

Functions

1. Analyzes critical EM business and management systems, processes, procedures, and practices; identifies best practices and fosters implementation throughout EM.
2. Facilitates and coordinates EM's continuous improvement program (CIP) enterprise, including maintaining a corporate process improvement project list, facilitating or leading Process Improvement Teams (PITs), and monitoring progress.

3. Directs the coordination of GAO and IG audits, inspections, and investigations. Serves as EM's coordinator for GAO and IG actions, and facilitates all EM activities associated with the closeout of audit report findings and recommendations.
4. Develops and maintains the EM Standard Operating Policies and Procedures (SOPPs) process and document control management system, including the EM Enterprise Requirements System (EMERS).
5. Coordinates and tracks the implementation of EM management initiatives and corrective actions, including those identified both internally and by external organizations, such as the EMAB and NAPA.
6. Provides Administration transition coordination and support for the EM organization.
7. Plans, coordinates, and analyzes the annual field site and HQ self-assessments.
8. Ensures implementation of EM management initiatives across the entire organization.
9. Coordinates EM efforts associated with the GAO High Risk List.
10. Manages the process to maintain an up-to-date status of strategic metrics.
11. Maintains an up-to-date status of all EM delegations of authority.



Deputy Assistant Secretary for Human Capital and Corporate Services

Mission

The mission of the Office of Human Capital and Corporate Services (EM-70) is four-fold: 1) development and implementation of the EM human capital program; 2) management of human resources (HR) liaison services; 3) development and implementation of EM's information technology (IT) and cyber security programs; and 4) business services support.

The DAS oversees 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 resources and human capital to accomplish 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 mission priorities, and facing the challenges of an aging workforce and succession planning.

The DAS advises EM and the Department on matters related to standards and procedures for IT, cyber security, IT capital planning and investment control, enterprise architecture, to include IT Governance, IT project and portfolio management, records management, the EM web and portal, and Office of Management and Budget (OMB) reporting. The DAS is responsible for a wide range of 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 Information 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. The DAS provides oversight of EM IT strategic planning, EM complex, OCIO, and NNSA collaboration efforts and representation on DOE and other working groups, committees, and councils, video and web conferencing, IT equipment management and inventory, Green IT and Data Center Consolidation, the EM Customer Service Desk, EMFEDCAST announcements, GovDelivery, electronic distribution lists, the Department's Common Operating Environment

(DOECOE), or Commodity IT support to EM, and resolution of related IG and GAO audit findings.

The DAS advises EM on matters related to business services to ensure they are managed in a manner that implements Departmental policies and procedures and the priorities established by the Assistant Secretary. This office facilitates the timely delivery of products and services to employees to meet EM's unique mission requirements. The DAS is responsible for providing administrative direction in the areas of Headquarters (HQ) business services, to include: procurement and contract administration; simplified acquisition and purchase card programs; foreign travel; employee relocation; facilities and logistics; space management; property accountability, executive correspondence; employee travel cards; directives review program; conference management; and Freedom of Information Act.

Diversity and Inclusion

Mission

To serve as a focal point to champion the activities and systems necessary to develop, emphasize and institutionalize workforce diversity and inclusion as key values and integral strategies towards achieving EM's clean-up mission.

Functions

1. Provides leadership in the formulation, implementation, planning and evaluation of policies, initiatives and procedures designed to create a more diverse and inclusive workforce.
2. Develops diversity and inclusion strategies, standards and guidelines to ensure consistent and full implementation of EM initiatives for increasing workforce diversity and inclusion.
3. Identifies deficiencies/disparities in obtaining a diverse workforce and identifies barriers/challenges that prevent full and open, transparent and inclusive management practices.
4. Serve as EM's representative/liaison to DOE's Office of Human Capital (HC), Office of Economic Impact and Diversity (ED), Affinity Groups, and other organizations both public and private in regards to the implementation of diversity and inclusion practices, initiatives, policies, and standards.
5. Provides comprehensive reports (demographical and analytical assessments) to EM senior management, HC, ED, and Affinity Groups that illustrates EM's diversity profile, initiatives, practices and policies.

6. Measures progress and improvements in diversity and inclusion through various tools, i.e., demographical analysis, Employee Viewpoint Surveys, focus groups, and evaluation of informal and formal complaint activity, etc.
7. Oversees the implementation of recruitment and retention strategies as well as other outreach and educational programs that strengthen diversity/inclusion.
8. Tracks EM's commitment to minority serving institutions and underrepresented groups in the form of grants, recruitment, student employment/internships, and retention successes as well EM's performance in attracting and hiring underrepresented groups at levels within the organization that is below DOE, federal and/or civilian labor force.
9. Develops publicity materials to emphasize and to ensure that managers and employees are aware of workforce diversity and inclusion programs through various forms of media and recognition programs.

Office of Human Capital

Mission

The Office of Human Capital (EM-71) ensures that EM has the workforce necessary, currently and in the future, to accomplish the cleanup of the DOE sites. The office ensures that the human capital program is aligned with refining and improving internal business processes in the areas of safety and quality assurance and security, environmental compliance and remediation, waste management, project management, performance, occupational health, budget formulation and execution and strategic planning and acquisitions and human resources management.

The office forecasts what competencies the EM workforce of the future will require to achieve mission success and the anticipated challenges as the organization moves from a "siloe" internally focused culture to one that requires more partnerships, results and matrix-management orientation, and integrated performance. The office provides objective data for organizational results, stakeholder satisfaction, and employee perspectives which are critical for continuous improvement, 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 developing and designing of human capital prototype programs such as the Professional Development Corps, Executive Mentoring program, and EM Leadership Excellence Program designed to improve senior executive leadership at EM field sites and Headquarters through focused follow-on leadership/management training and development activities. The office provides extensive HR 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 leadership effectiveness of human capital programs and strategies and to 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 startup programs. Evaluate federal workforce needs and assists sites in developing strategies to right size and maximize the existing workforce while meeting mission needs.
7. Coordinates reorganization activities at EM HQ.
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 full time equivalent (FTE) ceilings across the complex to meet mission needs and human capital strategies. Develops and recommends policy on hiring and development.
10. Coordinates EM Federal Activities Inventory Reform Act inventory submissions and advises sites each year as to management strategy in preparing the submissions.
11. Coordinates all Executive Resources Board submissions for all executive level positions across the complex.
12. Advocates for top management in the approval process and interfaces with the Departmental HR staff on all actions.

13. Develops and communicates executive performance management program, consistent with the Departmental program(s) and with other requirements.
14. Coordinates the annual Senior Executive Service closeout and Performance Review Board submissions.
15. Manages the HQ/HR operational liaison activities, including all hiring actions, performance management for HQ employees, labor relations interface, recognition and awards programs, and all advisory services to HQ managers.

Office of Corporate Information Technology

Mission

The Office of Corporate Information Technology (EM-72) serves as the principal advisor for the EM program on matters related to policy, standards, and procedures for EM's IT strategic planning, enterprise architecture, to include IT Governance, IT capital planning and investment control, IT project and portfolio management, records management, administrative and mission systems development and support, EM web and portal and associated content management, information security and assurance, system certification and accreditation, video and web conferencing, IT equipment inventory, peripheral and mobile device management, and EM's partnership with the Departmental Office of the Chief Information Officer (OCIO) on the Department of Energy's Common Operating Environment (DOECOE), or Commodity IT. The office provides technical advice and assistance to EM-1 and other senior EM leaders and managers to ensure that IT is acquired and information resources are managed in a manner that implements applicable policies, procedures and legislation including the Paperwork Reduction Act, the Clinger Cohen Act, and the Federal Information Systems Management Act (FISMA); e-government initiatives; and other priorities established by EM-1, the Under Secretary for Nuclear Security, and the Secretary. This office is the principal change agent for EM IT initiatives to effectively plan and manage information and IT assets that provide for corporate systems that add value to the business lines and support the EM mission priorities.

Functions

1. Ensures the confidentiality, integrity, and availability 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. Ensures mission-related IT system architecture is consistent with Government-wide and DOE standards and drives IT decision-making through formal IT governance processes.
4. Ensures mission-related systems information is reported through OMB processes.
5. Provides video and web conferencing services to EM HQ.

6. Develops and oversees EM's IT Strategic Plan; and ensures IT activities and systems follow applicable policies, standards and procedures in supporting EM and Departmental Mission and business strategies. Collaboration with EM field sites in the development of this Corporate Plan.
7. Ensures compliance with FISMA and Departmental policy through site assessment and assistance visits.
8. Serves as the Certification Agent for EM field site IT systems.
9. Manages EM's HQ records program to reduce risk relative to litigation, privacy issues, and Freedom of Information Act (FOIA) requests associated with EM HQ electronic and paper-based records. Lifecycle management of EM records.
10. Inventories EM's HQ IT equipment.
11. Manages EM's HQ peripherals and mobile devices.
12. Initiates and develops plans to be used for contractor support and systems operation.
13. Manages the development and support of EM HQ mission systems, the EM Communications Portal, and the EM HQ public-facing website. Collaborates with the EM complex and with OCIO and NNSA where our programs converge.
14. Serves as the liaison to OCIO on IT, IT security, and Commodity IT (DOECO) matters.
15. Consolidation of Green IT and Data Center consolidation initiatives for the EM complex.
16. Maintains EM electronic distribution lists.
17. Management and support of EM Customer Service Desk for EM-70 services and support.
18. Issues EMFEDCAST announcements.
19. Provides GovDelivery support.
20. Resolve issues and implement corrective actions identified from related IG and GAO audits.
21. Represents EM on IT and cyber-related DOE or other working groups, committees, and councils.

Office of Business Services

Mission

The Office of Business Services (EM-73) provides the oversight, integration, and management of administrative and operations support activities to HQ senior management and the program offices to ensure they are supported in a manner that implements EM's mission. Serves as a partner with all EM senior leadership, other managers and their staff by assisting in carrying out essential activities and in solving problems in a consultative manner. Procedures and mission objectives are reviewed to eliminate work problems or barriers and implement quality improvements in response to customer requirements. Strives to provide quality customer service in the general business services areas of facilities and logistics, correspondence management, HQ contract administration, and DOE Corporate Services.

Functions

1. Manages all internal and external correspondence through the EM Correspondence Center (EMCC). The EMCC uses an electronic correspondence management system (E-STARS) to manage and track EM and Executive Secretariat (ES) correspondence. Ensures professional quality control of EM Correspondence activities, develops procedures to communicate policies and guidance to ensure correspondence is properly processed and controlled.
2. Manages and administers EM HQ contracts, task assignments, interagency agreements, and financial assistance instruments to support EM HQ operations.
3. Purchases products or services through the simplified acquisition and Government Purchase card programs that can only be provided by a vendor.
4. Coordinates the review and approval process for EM HQ employee permanent change of station moves.
5. Manages the EM foreign travel program to ensure that policies and procedures are applied appropriately and consistently to all federal and contractor travel requests.
6. Provides logistics and facilities support. Analyzes and advises on space management to utilize space efficiently and eliminate unnecessary expenditures. Provides a consistent framework to allocate space, plan for future space needs of the organization, and provide space that facilitates productivity and maintains the quality of the work environment.
7. Records and reports personal property data, optimizes the use of personal property while maintaining its condition, and arranges for the disposition of unneeded assets.
8. Manages the EM Freedom of Information Act (FOIA) program. Monitors EM HQ response to FOIA requests and maintains information entered in the FOIA Express tracking system. Provides advice and guidance regarding the presumption of openness

directed by the President and Attorney General Holder. Collaborates routinely with the Office of Information Resources, MA-90, to assist EM HQ in providing access to records while noting portions of the records which are protected from public disclosure.

9. Manages the EM conference management program. Provides advice and guidance on the requirements related to planning conferences, tracks information and data related to EM conferences, ensures that activities conform to Departmental conference management policies and regulations, and serves as the coordinator for obtaining approval to conduct a conference on behalf of EM.
10. Manages the EM HQ directives program. Serves as the EM directives point of contact (DPC) and provides overall coordination of actions through DOE's online review and comment system (DOE RevCom). Coordinates with EM HQ and field personnel, NNSA Enterprise Operating Requirements Review Board, and the Department's Directive Review Board.