

### **3.0 OFFICE OF ASSISTANT MANAGER FOR SCIENCE (AMS).**

3.1 Mission. Implementation of the Department=s Science and Energy missions through management of contracts for the operation of the Oak Ridge National Laboratory (ORNL), the Oak Ridge Institute for Science and Education (ORISE), the U.S. Department of Commerce Atmospheric Turbulence and Diffusion Division (ATDD) (as it pertains to Department of Energy [DOE] work), and other research and development (R&D) contracts assigned by DOE Headquarters (HQ) to Oak Ridge Office (ORO). Activities center around four major functions: contract management, program implementation, Federal stewardship and AMS management. Program implementation responsibilities include all programs and projects conducted under the ORNL and ORISE contracts, regardless of funding source. In the management of ORNL and ORISE contracts, ensures that contractor-executed functions are carried out in a manner that protects Government and contractor personnel and the general public against all environmental, safety, and health (ES&H) hazards arising from the performance of the contract work. Performs the full range of project management activities that directly relate to AMS, including project management of ITER, in accordance with Federal and DOE laws, procedures, and Directives. Manages ORO's scientific and technical information programs. Ensures that the principles of Integrated Safety Management (ISM) are fully integrated into all work activities. Implements the requirements for safe operations of nuclear facilities, including safety basis process requirements and flow down of approved safety basis documents.

3.2 The Assistant Manager discharges this mission through the:

- a. Business Management Division (3.3 below),
- b. Programs and Projects Division (3.4 below), and
- c. Technical Support and Assessment Division (3.5 below).

3.3 Business Management Division.

3.3.1 The Director serves as the Contracting Officer's Representative (COR) for ORISE, an Alternate COR for ORNL, and as a member of the emergency response cadre. In addition, the Director discharges the following functions through informal teams.

- a. Ensures that DOE actions are effectively managed and coordinated to support efficient, effective, and appropriate business practices at ORNL and ORISE.
- b. Serves as the AMS point of contact (POC) for ORO and the contractors for coordination of issues/actions involving property, information technology, human resources, Freedom of Information Act requests, employee concerns and training.
- c. Serves as AMS lead for coordination of the annual contractor overhead budget review, the annual budget submission, and various business issues.
- d. Maintains responsibility for management of the ORISE contract. This includes liaison with funding sponsors, identification of DOE mission requirements, translation of requirements into contractual tasks, contractor

- evaluation process, and establishment of the contractual requirements. Serves as DOE spokesperson for ORISE activities.
- e. Coordinates the ORNL Contractor Evaluation Process including identification and negotiation of performance objectives, routine contractor/DOE interface meetings, preparation of reports, trending of data and presentations of results.
  - f. Coordinates responses to external oversight entities including the Office of Inspector General, the Government Accountability Office, and Congressional Inquiries.
  - g. Coordinates Directives management process activities within the AMS organization.
  - h. Administers the support services and technical assistance contracts in support of the AMS organization.
  - i. Serves as Technical Information Officer and principal Operations Office POC and assistant to/liaison with the DOE Office of Scientific and Technical Information and DOE HQ regarding the Scientific and Technical Information Program.
  - j. Provides coordination of all audit/assessment activities of AMS and the contractors including corrective action planning, tracking and implementation.
  - k. Manages the Universities Program (pre-college, college, co-op graduate, post graduate, etc.) and other educational and training programs (e.g., Historically Black Colleges and Universities, Minority Education Institution, etc.) carried out by ORNL.
  - l. Maintains responsibility for the coordination and oversight of the technology transfer program, including user facilities. Appraises ORNL's compliance with Departmental policy.
  - m. Serves as principal contact and administers business planning for ORNL.
  - n. Provides oversight of the contractor's internal audit programs.

#### 3.4 Programs and Projects Division.

- 3.4.1 The Director serves as an Alternate COR for ORNL, serves as a member of the emergency response cadre, and manages the following functions through the Program Team and an informal Project Management Team.
  - a. Responsible for ensuring projects assigned to the AMS organization are conducted using an integrated project team, are performed on schedule, within budget and technical scope, and meet project management requirements of DOE Directives.
  - b. Provides oversight for ORNL infrastructure programs including utilities,

- maintenance, and telecommunications. Supports infrastructure planning to assure adequate institutional infrastructure to support future DOE mission requirements.
- c. Provides oversight for landlord programs, including General Plant Project, Multi-Program General Plant Facility Projects, Life-Cycle Asset Management, Condition Asset Survey, In-House Energy Management, and Site Development Plans.
  - d. Ensures that all contract and administrative actions necessary for program execution are taken in a timely manner consistent with DOE policy and requirements.
  - e. Serves as the liaison to program sponsors. Negotiates with program sponsors to identify the appropriate level of ORO support for their program. Provides program coordination and support in accordance with mutual agreements.
  - f. Defines and actively supports operational awareness activities within the division to assure that the DOE staff maintains a working knowledge of the hazards, risks, and issues associated with operations within the Government-owned facilities.
  - g. Participates in the contractor evaluation process.

#### 3.4.2 Program Team.

- a. Maintains responsibility for program coordination and implementation of programs conducted under the ORNL contract. Programs are varied and include neutron science, energy, high performance computing, complex biological systems, advanced materials and national security. Maintains oversight of program performance in the areas of operations, quality, safety, cost, schedule, and programmatic matters. Activities include:
  - 1. Provides advice on proposed, new, or revised program assignments; the reorientation of existing assignments; and contractor-initiated recommendations.
  - 2. Assesses the contractors' ability to perform proposed work and the availability of required special facilities and technical personnel; provides technical advice on contractors' budget submissions; and assesses objectives and scope as they relate to the proposed funding, their conformity with overall program assumptions and plans, and the reasonableness of the proposed level of effort compared with other ongoing or planned programs.
  - 3. Prepares and implements management plans, contractors' program assignments, and funding authorizations for approved work; coordinates the acquisition of funds and other resources; provides updated technical guidance to contractors on DOE program objectives; and coordinates requirements for construction, equipment, and other resources.

4. Monitors program/project progress by reviewing contractors' technical progress reports, participates in meetings, and communicates with the contractors' and program sponsors' staff.
  5. Provides routine and special status reports including evaluations and recommendations on milestone accomplishments and slippages; technical problems and issues; cost-budget status; procurement and subcontracting actions; equipment design, fabrication, delivery scheduling, and testing activities; and contractor long-range plans.
  6. Evaluates management and operating (M&O) contractor's performance for performance fee determinations.
- b. Maintains responsibility for the establishment, technical oversight, and closeout of direct procurements in support of DOE HQ Program Offices.
  - c. Maintains responsibility for program implementation of production projects, including Stable and Radioactive Isotopes Production and the Radioisotope Power Systems Program and appropriate oversight of operations.
  - d. Manages the ORNL Isotope Sales and Distribution Program through:
    1. Coordinating contractor materials management activities related to source, special nuclear material (SNM), and other research materials, including the forecasting allocation, utilization, and disposal of these materials to offsite users.
    2. Arranging for the sale, lease, loan, or grant of equipment, technical services, and research quantities of source, SNM and by-product materials to foreign entities, and providing direction to contractors on the distribution of materials and the execution of sales contracts and other documents pertaining to their exportation.

### 3.5 Technical Support and Assessment Division.

3.5.1 The Director serves as Alternate COR for the ORNL M&O Contract, a primary responder for the emergency response cadre and discharges the following functions through the Facility Representative Team, Operations and Safety Oversight Team and matrix support from the Office of Assistant Manager for Environment, Safety, Health (AMESH).

- a. Provides integrated Environment, Safety, Health and Quality Assurance (ESH&QA) oversight of contractor operations in accordance with DOE and AMS policies and requirements.
- b. Provides oversight of the contractor and AMS Integrated Safety Management System (ISMS). Ensures that the ISM program (descriptions, criteria, etc.) is current, valid, and effective and that established improvement goals are being met.

- c. Ensures the adequacy of the contractor's nuclear facility startup and restart readiness process via line management oversight and independent assessment.
- d. Ensures that DOE actions are effectively managed and coordinated to support efficient, effective, and appropriate operating practices at ORNL and ORISE.
- e. Provides operational support to DOE staff in support of program and project implementation.
- f. Performs environmental, safety, health and quality evaluations, audits and assessments of contractor activities.
- g. Ensures the establishment and maintenance of the adequate safety basis documentation for ORNL and ORISE.
- h. Establishes support agreements with ORO matrix organizations, as necessary to support operational activities.
- i. Interfaces with the general public, regulators, contractors, and special interest groups on facility activities.
- j. Directs the activities of matrix support from the Office of AMESH.
- k. Provides program coordination and oversight for Waste, Packaging, and Transportation programs.
- l. Provides ESH&Q subject matter expert (SME) assistance and support to AMS staff. Identifies necessary resource support from ORO matrix organizations. Establishes priorities and identifies tasks for execution by assigned ES&H matrix personnel.
- m. Oversees contractor compliance with Clean Air Act; Clean Water Act; National Environmental Policy Act (NEPA); Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA); Resource Conservation and Recovery Act (RCRA); Toxic Substance Control Act of 1976 (TSCA); other Federal and State environmental laws; environmental incident notification and reporting requirements; and environmental radiological requirements of the DOE.
- n. Serves as interface to the state environmental oversight group.
- o. Provides routine and special status reports as required by environmental protection laws, regulations, and DOE Directives.
- p. Conducts and coordinates the activities necessary to develop environmental permit applications, settlement agreements, and consent decrees and Orders involving ongoing Site activities.

- q. Ensures AMS staff is appropriately trained for emergency response and that the contractor has made adequate provisions to handle all emergency situations.

3.5.2 The Facility Representative Team provides facility oversight for Category 1, 2, and 3 nuclear facilities at ORNL through performance of the following functions:

- a. Observes and evaluates operational performance and effectiveness of facility management in areas such as: ISM, quality assurance, self-assessment, work control, protection of worker health and safety, and environmental protection.
- b. Maintains thorough familiarity with site and facility characteristics, operating procedures, and safety basis authorizations.
- c. Acquires knowledge of facility operational status and maintains awareness of major work in planning stages and in progress.
- d. Communicates results of observations, reviews, walkthroughs, etc. with DOE and contractor management.

3.5.3 Operations and Safety Oversight Team.

- a. Coordinates establishment and revisions to the safety basis documentation. Prepares safety evaluation reports to document that safety basis documents were prepared with valid methodologies, accurately reflect operations, and that the results demonstrate safety is achieved.
- b. Coordinates the AMS operational awareness program, which provides DOE with first-hand knowledge concerning site operations in order to properly direct resources and to support operational improvements.
- c. Provides program oversight and coordination of ESH&Q programs.
- d. Serves as the POC for ORO and the contractors for coordination of issues/actions involving Safeguards and Security at ORNL and Counterintelligence Programs.
- e. Serves as the AMS SME on occurrence reporting.
- f. Serves as interface for the AMS with the Defense Nuclear Facilities Safety Board.
- g. Administers the Interagency Agreement for ATDD.