

OFFICE OF ASSISTANT MANAGER FOR ADMINISTRATION

**OAK RIDGE OFFICE
OFFICE OF SCIENCE
U.S. DEPARTMENT OF ENERGY**

5.0 OFFICE OF ASSISTANT MANAGER FOR ADMINISTRATION (AMA)

5.1 Mission. Development of plans, procedures, and programs for the provision of administrative staff services for Oak Ridge Office (ORO), including (1) organization and management analysis; (2) strategic management of Federal human resources; (3) administration of contractor human resources; (4) public affairs; (5) facility, space, and property management; (6) information technology (IT), telecommunications, and records management; (7) general office services; (8) maintenance of working relationships between ORO and local governments; (9) execution of programs for human resource development; (10) oversight of the Oak Ridge Reservation (ORR) Management program; (11) providing advice to top management regarding administrative and managerial problems and relationships; and (12) selected administrative services to Office of Science (SC) Site Offices.

5.2 The Assistant Manager and Deputy Assistant Manager discharge this mission through the:

- a. Human Resources Division (see 5.3);
- b. Facilities, Information, and Reservation Management Division (see 5.4); and
- c. Public Affairs Division (see 5.5).

5.3 Human Resources Division (HRD)

5.3.1 The Director serves as the point-of-contact for all A-76 activities and manages the following functions through three groups and a branch.

- a. Directives Management Group (see 5.3.2);
- b. Contractor Human Resources Group (see 5.3.3);
- c. Training and Development Group (see 5.3.4); and
- d. Federal Human Resources Branch (see 5.3.5).

5.3.2 Directives Management Group

- a. Develops, coordinates, and administers the Directives and Standards Management Program, which includes Department of Energy (DOE) Directives, technical standards, and other regulations.
- b. Serves as the focal point for the Directives Program.
 - (1) Develops processes to assess, track, and administer the compliance of ORO's contractors with Directives and Technical Standards.
 - (2) Coordinates the review of draft DOE Directives, Technical Standards, and regulations.
 - (3) Assists Contracting Officer's Representatives (CORs) with the Standards Management Program activities.
 - (4) Tracks Memoranda of Understanding/Agreement and Letters of Delegation.
 - (5) Serves as a repository for all DOE Directives.
 - (6) Distributes Directives to ORO staff and contractor staff, as applicable.
 - (7) Assists ORO Environment, Safety, and Health staff with Integrated Safety Management activities.
 - (8) Serves as a "Process Coach" for the development or revision of Work Smart Standards Sets.
- c. Manages the SCience Management System (SCMS) Operations Center and assures SCMS remains institutionalized as the management system for all SC processes and procedures. Coordinates the development of management systems governing the SCMS and supporting subject areas, which establish the framework of the system.
- d. Functions as the Subject Matter Expert on all requirements in the Requirements Management Subject Area and provides knowledgeable requirements-related insight into related documentation within all other SCMS subject areas.
- e. Provides comprehensive data tracking; maintains and generates records of processes and procedures; develops information technology processes to ensure compatibility with the SCMS baseline structure; clarifies and/or amends subject area modules in response to system and program changes; updates all references, time frames, and nomenclature, to ensure system data and functions are kept accurate and current.
- f. Administers the Combined Federal Campaign.

5.3.3 Contractor Human Resources Group

- a. Provides advice and assistance to senior management, Contracting Officers, and CORs regarding the oversight of contractor human resources management programs.
 - (1) Controls human resources (HR) costs, promotes positive labor relations, assures labor law compliance.
 - (2) Develops language for Request for Proposals, and negotiates advance understandings regarding allowable HR costs.
 - (3) Assists the Diversity Programs and Employee Concerns Manager in the oversight of contractor equal employment opportunity (EEO) programs.
 - (4) Negotiates allowable wage and salary schedules and employee benefit plans with cost-type contractors and analyzes contractors' proposals to revise compensation and benefit plans.
 - (5) Conducts studies and evaluates contractor performance, analyzes contractor reports, and develops data on labor relations practices, including wage, salary, and employee benefits administration.
 - (6) Reviews contractor labor relations program for reasonableness of costs resulting from collective bargaining agreements negotiated between ORO contractors and their unions.
 - (7) Recommends action on individual salary actions requiring DOE approval and on cost-type contractor general liability insurance coverage for contractor employees.
 - (8) Administers the ORR Labor Standards Committee and obtains Davis-Bacon Act and Service Contract Act wage determinations.
 - (9) Reviews and facilitates formal resolution of contractor employee complaints involving a variety of HR issues, including EEO.

5.3.4 Training and Development Group

- a. Develops and implements procedures and management systems for the coordination and implementation of human capital management strategic planning and human resource development programs.
 - (1) Projects and administers a comprehensive budget that supports the Human Capital Management Program,

including allocating and approving all program expenditures.

- (2) Serves as Contractor Task Monitor for a human capital management support contractor, including budget projection, management, and tasking.
- (3) Administers an organization development program, which includes a facilitator program, management development team building, meeting management, and resolution of employee issues.
- (4) Liaison between HRD and Technical Organizations for formal qualification programs, such as the Technical Qualification Program, Facility Representative Program, and Acquisition Career Development Program, among others.
- (5) Analyzes, designs, develops, implements, and evaluates employee competency-based skills models that meet the regulatory, qualification, and developmental needs of ORO personnel.

5.3.5 Federal Human Resources Branch

- a. Serves as Personnel Officer in directing and implementing all aspects of Federal personnel programs, including recruitment and staffing, position management and classification, incentive awards and employee recognition, performance management, health services, benefits administration, employee relations, and labor-management relations.
- b. Advises operating officials on proposed personnel actions; assures all actions comply with applicable laws, policies, and procedures; and processes and issues notices of approved actions.
- c. Classifies positions, setting salaries and wage rates.
- d. Develops recruitment sources, refers qualified candidates to operating officials for selection, conducts employment negotiations, completes the processing of selected candidates, and coordinates the orientation of new employees.
- e. Advises operating officials in the development of effective employee-management relations, coordinates the negotiation and administration of labor-management agreements, and assists in the handling of grievances and appeals.
- f. Administers the Incentive Awards and Performance Management Programs and the Employee Occupational Health Program, including operation of Health Stations, and advises employees on employee benefit programs, including the nonpayroll aspects of retirement, leave, time and attendance, health and life insurance, etc.

- g. Conducts or participates in studies, surveys, and special assignments related to preparation of staffing needs; develops staffing budgets in coordination with management officials; administers manpower controls for DOE-direct activities; consults on restructuring and reorganization initiatives and prepares organization change proposals; and performs studies on position management, workload distribution, and work procedures.
- h. Provides support in the administration of ORO's Federal EEO programs.

5.4 Facilities, Information, and Reservation Management Division

5.4.1 The Director and Deputy Director manage information resources management activities and serve as the Facility Representative for the Occurrence Reporting and Processing System (ORPS). Functional requirements are performed through one group and two subordinate branches:

- a. Facilities Management Branch (see 5.4.2);
- b. Reservation Management Branch (see 5.4.3); and
- c. Information Management Branch (see 5.4.4).

5.4.2 Facilities Management Branch

- a. Provides facility and space management, including budget preparation and execution, within the GSA delegated Federal Building, ORO owned facilities, and ORO leased office buildings assigned for use by ORO organizations located in the Oak Ridge area including some buildings listed as historic places.
- b. Performs maintenance and repair of managed facilities, as necessary, to meet preventive maintenance guidelines, to repair damaged or failed building systems, or to upgrade facilities to meet applicable security/safety/management standards or new work requirements.
- c. Accomplishes renovation or construction activities at managed facilities. Ensures compliance with the applicable life safety code and OSHA requirements.
- d. Assures compliance with numerous environmental laws, rules, and regulations; and prepares periodic reports, as relevant to all facets of facility management, including the Clean Air, Clean Water, Environmental Protection, and Resource Conservation Recovery Acts. Ensures compliance with the tenants of the Greening of the Government Executive Order.

- e. Assures custodial, pest control, and recycle services are adequately performed to properly maintain managed facilities.
- f. Assures landscaping and grounds are maintained such that managed facilities appear well groomed throughout the year.
- g. Maintains physical security systems, as required. Manages and operates physical security protection systems including alarms, keyless access system, security locks, safes, and lock and key program.
- h. Manages and maintains assigned ORO infrastructure items, including road and utility rights of way, 31 cemeteries, 29 miles of roads, and 8 bridges.
- i. Manages the DOE Motor Pool in the Oak Ridge area, including ensuring proper utilization, scheduling of the fleet, coordination of maintenance, planning for replacements, and budgeting and tracking financial data. Provides all reporting of vehicle and fuel usage/costs, as required. Provides oversight of security vehicles within the ORO fleet.
- j. Serves as a central point for requisitioning office equipment, furniture, vehicles, and office supplies. Coordinates the operation of an Office Supplies and Materials Store for ORO direct activities and managing a receiving operation for incoming freight, express mail, United Postal Service packages, stock items, etc.
- k. Manages ORO sensitive and capital property listings. Performs receiving and excessing functions, inventories, reconciliations with financial records, and annual reporting to appropriate procurement and security personnel.
- l. Provides for office equipment maintenance and repair of office furnishings, as necessary.
- m. Serves as the radio net manager of radios used by ORO staff or contractors. Serves as the Facility Site Manager at the central repeater sites at Buffalo Mountain and Chestnut Ridge as well as several outlying repeater sites supporting the valley-wide radio network project.
- n. Manages facility alarm systems necessary for evacuation in the event of fire or other emergency.
- o. Provides leadership to ORO organizations, ORO staff, and other DOE elements in matters related to all facets of facility management.
- p. Serves as the Damage Control Coordinator during emergencies. Directs the activities of the Damage Control Team as required for the protocol established for the type of emergency. Resolves conflicts and sets priorities for all emergency response actions.
- q. Serves as the Resource Area Manager during emergencies. Ensures

resources are maintained in a ready state, tracks resources used in an emergency, and deploys additional staff when directed.

- r. Serves as the Facility Manager and Facility Representative Alternate for ORPS reporting for these facilities. Submits 24-hour notifications and follow-up reports on any incident requiring ORPS reporting.
- s. Participates in facility inspections, assessments, and appraisals. Plans and executes the responses to any findings. Ensures closure of resulting corrective action plans items pertaining to facility management.
- t. Serves as the focal point for the budgetary planning and execution of support services related to facility, space, and property management. This activity also includes the reconciliation of financial statements, prompt payment of bills, and developing adequate internal controls to assure compliance with planned work schedules and costs.
- u. Provides CORs for support service contracts, including planning, execution of contract terms, financial control, developing statements of work, resolving problems with performance, evaluation of contractor performance, preparation of support service request, and other actions to assure ORO receives needed services.
- v. Develops an In-House Energy Management Program to meet Department goals for reduction in energy consumption. Provides consumption and cost reporting, as required.
- w. Manages and operates the Clark Center Park site-wide recreational facility in accordance with applicable regulations for public use park facilities.
- x. Plans, develops, and executes guidelines and procedures for fleet management, including utilization, maintenance, storage, administrative and physical controls; and disposition.
- y. Monitors and appraises contractor performance of property (e.g., fleet) management and conducts special studies and surveys of ORO and contractor operations.
- z. Provides subject matter expertise to supported SC Sites/Program Offices.

5.4.3 Reservation Management Branch (RMB)

- a. Reservation Manager. Chairs the ORR Management Team (ORRT). Disseminates information on activities impacting the ORR. Analyzes land use proposals for short and long-term impacts to the ORR and develops proposals on land use decisions. Coordinates planning activities with staff at the three primary sites located on the ORR.
- b. Realty Officers plan, develop, and execute all real estate actions for the land use planning, acquisition of interest from private parties,

utilization and management of real property, and disposition of various real property interests under the cognizance of ORO. If any assistance is required from the management and operating contractors by the Realty Officers, they will provide direction, review, oversight, and approval for signatory authority of documents and for decision making of actions affecting realty items.

- c. Develops ORO-wide instructions, technical standards, and procedures for managing real and personal property; and oversees and periodically appraises contractor real and personal property programs.
- d. Provides assistance to DOE HQ in conducting property reviews and conducts contractor property system reviews.
- e. Conducts property self-assessment reviews for ORO.
- e. Responds to HQ data calls.
- f. Manages the Personal Property Balanced Scorecard Programs.
- g. Plans, develops, and executes guidelines and procedures for the management of personal property, including utilization, maintenance, storage, administrative and physical controls; and disposition of materials, supplies, and equipment.
- h. Monitors and appraises contractor performance of personal property management and conducts special studies and surveys of ORO and contractor operations.
- i. Provides essential personal property expertise to SC Site Offices.
- j. Provides the full range of project management services including cost, schedule, and technical management; oversight of contractor activities and assessment of contractor performance; development of Work Smart Standards Sets; management and review of design documents; and onsite inspections and reviews. In addition, RMB assists the Reservation Coordinator in the establishment of policies and management of ORR-wide activities. The RMB also provides a full range of services to support the development and management of commercial leases and facility transfer for private development purposes at the East Tennessee Technology Park (ETTP). In addition, RMB has responsibility for implementation of the National Center of Excellence for Metals Recycle, which is referred to as the Metals Recycle Program.
- k. Provides project management support to the Reservation Coordinator for USEC activities as well as for other Facilities, Information, and Reservation Management Branches, as assigned.
- l. Ensures site infrastructure at ETTP supports USEC and commercial development activities.
- m. Develops and manages commercial leases at ETTP. Management includes but is not limited to providing a DOE point-of-contact who

maintains a periodic presence at ETTP, addresses questions and concerns from tenants, and assists with the closeout of leases.

- n. Transfers government-owned facilities at ETTP to private entities in support of the development of a Brownfield industrial park.
- o. Provides safety and health oversight of commercial tenants at ETTP until the Occupational Safety and Health Administration (OSHA) assumes responsibility. Safety and health oversight is provided by the Safety Advocate assigned to RMB. The Safety Advocate's responsibilities include scheduling and performing annual Consultation and Assistant Visits to tenants, scheduling an annual Safety Council meeting, tracking tenant incidents, and communicating applicable lessons learned to the Community Reuse Organization of East Tennessee for distribution to the tenants at ETTP.
- p. Assists the DOE Complex in developing cost effective strategies to manage and dispose of excess scrap metal and material inventories resulting from ended operations and decontamination and decommissioning activities.
- q. Oversees the contractors under the Materials Disposition Basic Ordering Agreement that is used as a vehicle for the recycling of materials.
- r. Manages the Program responsible for the recycling of electronics and other miscellaneous materials.

5.4.4 Information Management Branch

- a. Develops ORO-wide technical standards, guidelines, and procedures for the management of ORO and contractor IT.
- b. Manages the internal ORO Computing and Telecommunications Program. Formulates goals, strategies, and plans for the implementation of a computing and telecommunications infrastructure. Services include functional requirements analysis and budgeting for, and acquisition of, computing and telecommunications equipment, software, maintenance, and training.
- c. Develops appraisal objectives and performance criteria, performs onsite evaluations, and reviews audit reports and other sources of performance data to assure contractors implement recommendations; and conducts an aggressive self-evaluation program. Assures contractors initiate actions, as required, to maintain cost-effective and efficient ORO-wide IT systems and facilities. Periodically appraises contractor performance.
- d. Coordinates the planning, definition, and implementation of guidelines and procedures for the management, acquisition, and operation of all ORO and contractor IT resources. Approves or disapproves proposals or requests exceeding ORO-established thresholds.

- e. Advises ORO and contractor officials in managing the acquisition and dissemination of IT resources, including methods of measuring equipment utilization and the effectiveness and efficiency of programmatic techniques; evaluates the need for new or revised techniques; evaluates the need for new or revised scientific, business, or management information systems; recommends organizational structure and staffing requirements; and coordinates IT management efforts.
- f. Advises ORO organizations and contractors concerning the development of IT proposals, the performance of cost-benefit analyses, the identification of existing computing resources that are adequate to meet new needs, the determination of whether services should be provided in-house or by contractors, and the resolution of joint-use problems between DOE-direct and contractor computing initiatives.
- g. Coordinate the development of and approve ORO-direct and contractor IT Portfolio documents for annual submission to the Office of Management and Budget, through DOE Headquarters (HQ). Coordinate, review, and approve IT budgets by ORO-direct and contractor users.
- h. Approves telecommunications requirements and reviews conceptual design documents and IT implementation plans for telecommunications requirements. Coordinates ORO and contractor telecommunications requirements, including assistance in determining requirements for telecommunications services, in developing related plans, schedules, budgets, and proposals, and in providing adequate facilities and services to meet programmatic requirements.
- i. Approves contractor proposals for the installation of new telecommunications facilities or major modifications to existing facilities and appraise cost-type contractor telecommunications activities.
- j. Responsible for maintaining and operating security and safety alarm systems, radio systems, electronic access systems, video and audio conferencing systems, and close circuit TV system throughout the Federal Building Complex and various ORO managed assets like radio repeater antenna sites.
- k. Manages ORO and contractor teleprocessing programs. Approves or disapproves requests for services for competitive and sole-source procurements in accordance with applicable DOE thresholds.
- l. Manages ORO technical security programs, including Emission Security, Communications Security (COMSEC), and Protected Distribution Systems programs.
- m. Plans and approves COMSEC and data transmission facilities within ORO; manages the Telecommunications Emissions Security Program for the emanation and emission security of equipment used to process

and handle classified information; administers and coordinates the protected distribution systems utilized for the transmission of encrypted classified information; and coordinates requests for COMSEC materials, radio frequency authorizations, Secure Information Exchange, and other services with HQ.

- n. Approves the application of emission, communication, and protected distribution system security measures to ORO and contractor IT and telecommunications systems; provides technical advice and guidance on these security features of IT proposals involving complex communication-computer interface devices and systems; performs appraisals of these IT hardware and software security measures; conducts and/or evaluates system integrity studies, as required; determines whether the most cost-effective protective measures are being used; and assures these security requirements are met for both classified and unclassified IT systems.
- o. Plans, develops, implements, coordinates, and directs the ORO and contractor Records Management Program. The program includes all elements of records management with additional elements of micrographics and forms management. Evaluates contractor programs in all areas to determine DOE Directives compliance and cost efficiency. Develops and implements new policies and guidance, as necessary. Performs records management training, as needed. Manages closeout of contractor records management programs, as necessary. Develops appraisal objectives and performance criteria and performs onsite surveys, prepares appraisal reports, and assures corrective actions are taken on findings. Performs liaison responsibilities between ORO and other Federal and civilian agencies, as required for the records management program.
- p. Manages the ORO forms, printing, micrographics, and records programs; coordinates the development of plans, guidelines, and procedures for maintaining and disposing of records; advises and assists contractors in records and micrographics management matters; and evaluates ORO and contractor activities in these areas.
- q. Administers the ORO and contractor printing, graphics, photocopying, and forms management programs. Evaluates and approves/disapproves proposals for new equipment or systems and appraises contractor programs, facilities, systems, and equipment for proper compliance and cost effectiveness. Develops and executes new policies and guidance, as necessary. Performs liaison responsibilities between ORO, HQ, and other Federal and civilian agencies and performs training, as needed, in these areas. Compiles statistical management reports, as required.
- r. Administers the ORO and contractor mail management program. Evaluates and appraises contractor performance for cost effectiveness and efficiency. Approves/disapproves requests for new equipment and

systems. Develops and implements new guidance, as necessary. Performs liaison responsibilities between ORO and the U.S. Postal Service for the mail management program.

- s. Manages a records holding area; develops records disposition schedules for the ORO staff; coordinates with the General Services Administration (GSA) (Regional and National Archives Programs) on the disposition of permanent records; and retrieves records to respond to Freedom of Information Act requests and requests from ORO organizations.
- t. Manages a distribution services center providing a central mailroom to provide a single point-of-receipt for all incoming mail, a single point-of-collection for all outgoing mail, and a courier service between major ORO locations and the mailroom. Manages reproduction services, including centralized reproduction services, self-service individual copiers, and requirements for out-sourced reproduction services.
- u. Serves as the focal point for the budgetary planning and execution of support services related to IT. This activity also includes the reconciliation of financial statements, prompt payment of bills, and developing adequate internal controls to assure compliance with planned work schedules and costs.
- v. Provides COR(s) for several large support service contracts activity, including planning, execution of contract terms, financial control, developing statements of work, resolving problems with performance, evaluation of contractor performance, preparation of support service request, and other actions to assure ORO receives needed services.

5.5 Public Affairs Division. The Director manages the following functions through assigned staff:

- a. Manages a comprehensive public affairs program that provides information on ORO programs and activities to the public, news media, stakeholders, elected officials, employees, and others.
- b. Provides guidance and counsel to senior management on public affairs related matters and provides executive communication services to management.
- c. Responds to inquiries from local, regional, national, international news media, and trade press.
- d. Oversees contractor public affairs activities as requested by supported Sites.
- e. Serves as the primary spokesperson for ORO.
- f. Maintains an emergency public communications and public education program for ORR facilities.
- g. Assists in the management and oversight of operations of the DOE Information Center.

- h. Maintains frequent contacts and relationships with Congressional staff members in regional offices and in contacts with DOE HQ Congressional relations.
- i. Manages an employee communications program that includes both routine and emergency dissemination of information to ORO employees.
- j. Provides graphic arts and photographic services for ORO.
- k. Provides public affairs support to the DOE Radiological Assistance Program.