

## ENVIRONMENTAL MANAGEMENT (EM) OAK RIDGE SITE OFFICE

### OFFICE OF ENVIRONMENTAL MANAGEMENT U.S. DEPARTMENT OF ENERGY

#### EM OAK RIDGE SITE OFFICE

**1.0 Mission:** The mission of the EM Oak Ridge Site Office is to carryout coordinated reservation wide clean-up that resolves health and environmental risks, supports Department of Energy's (DOE) enduring Energy, National Nuclear Security Administration (NNSA), and Office of Science (SC) missions and provides clean land for future use. The EM Oak Ridge Site Office Manager reports to the Principal Deputy Assistant Secretary for Environmental Management at Headquarters (HQ). The EM Oak Ridge Site Office organization provides project/program management, technical review, and oversight of environmental clean-up and compliance programs; manages environmental remediation, decontamination and decommissioning, waste management, and environmental technology activities applicable to the Oak Ridge Reservation (ORR) programs and contractors at the East Tennessee Technology Park (ETTP), Oak Ridge National Laboratory (ORNL), and the Y-12 National Security Complex (Y-12) in accordance with DOE directives, applicable state and Federal environmental laws, regulations and agreements; and provides oversight and direction to contractors performing EM Oak Ridge Site Office activities at sites across the ORR. In the administration of contracts, ensures contractor-executed functions are carried out in a manner that protects Federal and contractor personnel and the general public against all environmental, safety, and health (ES&H) hazards arising from performance of the contract. The strategic objectives necessary to accomplish the EM Oak Ridge Site Office mission, as well as this goal, are described as follows:

#### 1.1 Functions:

- a. Develop and maintain the “master” project plan (Integrated Master Plan) as the roadmap and management tool for carrying out our mission to achieve the vision;
- b. Team with ORR Senior Leadership (Federal and contractor) to develop long range clean-up plans and make near term decisions that support EM, SC, and NNSA mission objectives, promote the overall mission of DOE and deliver value for the taxpayers;
- c. Manage contracts to guide mission progress (with clear incentives and accountability);
- d. Maintain effective two-way communication with the public and external stakeholders (e.g., regulators) to share information, solicit input on concerns and priorities, and build credibility and confidence in the EM Oak Ridge Site

Office Program, plans, and performance;

- e. Support the HQ EM priorities and be an asset to EM and the overall DOE mission;
- f. Establish and maintain EM Oak Ridge Site Office Management Systems and practices to support the management discipline and control needed to accomplish our mission; and
- g. Align the EM Oak Ridge Site Office organization to deliver the mission, invest in staff development, and establish an environment that promotes continuous improvement and mission success.

## 1.2 Manager

The Manager and Deputy Manager accomplish the EM Oak Ridge Site Office mission through the following subordinate positions and organizations:

- a. Portfolio Federal Project Directors (PFPD) for ETTP, ORNL, Y-12, and U-233 Projects (see 1.3);
- b. Project Management Division (PMD) (see 1.4);
- c. Planning and Baseline Management Division (PBMD) (see 1.5);
- d. Engineering Division (ED) (see 1.6);
- e. Facility Operations Division (FOD) (see 1.7); and
- f. Performance Assurance Division (PAD) (see 1.8)

## 1.3 Portfolio Federal Project Directors (PFPD)

1.3.1. The PFPDs report directly to the Manager, EM Oak Ridge Site Office, and have the following responsibilities:

- a. High-level management of project portfolio (at the Project Baseline Summary (PBS) level) throughout the project cycle;
- b. Strategic planning for future goals and commitments of Project Portfolios, including sequencing of projects;
- c. Oversee and manage the development of the Project Portfolio definition, technical scope, and budget to support mission need;
- d. Ensure Project Portfolio success;
- e. Understand the Project Portfolio and how it relates to the EM Integrated Baseline, Integrated Master Plan, and overall EM goals/objectives;
- f. Lead Portfolio Integrated Project Teams (IPT). Work with Functional Division Directors to ensure adequate resources and establish priorities to support portfolio needs;

- g. Approve IPT Charters (non-major system acquisitions); review/concur on Project Execution Plans and other key project documentation;
- h. Participate in EM's Budget formulation/prioritization process;
- i. Approve changes to project baselines within authorized thresholds as a member of the EM Change Control Board (CCB);
- j. Maintain Portfolio Level Risk Register and manage risks;
- k. Resolve problems that cut across the portfolio;
- l. Responsible for general/PBS-level reporting at Monthly and Quarterly Project Reviews;
- m. Approve Earned Value Management System (EVMS) reporting for projects within portfolio Integrated Planning, Accounting and Budget System/Project Assessment and Reporting System II (IPABS/PARS II);
- n. Ensure portfolio compliance with DOE O. 413.3B and recommend approval of critical decisions (CD) Levels I, II, III, and IV;
- o. Communicate project status to EM senior management with support from functional Divisions as needed;
- p. Maintain primary interface with HQ on projects in portfolio (support from the PMD);
- q. Maintain knowledge of high-level issues on individual projects within the portfolio;
- r. Maintain regular communication with contractor counterparts;
- s. Maintain operational awareness of field activities/management walkthroughs;
- t. Review and submit contractor performance evaluations, such as award fee, Contractor Performance Assessment Reporting System, to appropriate Contracting Officer for approval;
- u. Maintain line management responsibility for work within portfolio;
- v. Maintain 24-hour DOE Oak Ridge Emergency Operations Center cadre responsibility as DOE EM Operations Advisor;
- w. Obtain and maintain Federal Project Directors (FPD) Certification at the Portfolio Level;
- x. Serve as the Contracting Officer's Representative (COR) or the Alternate COR for assigned contracts. This includes review of scope statements, cost estimates, and schedules; providing technical direction; and recommending approval to the Contracting Officer;
- y. Ensure milestones in regulatory agreements pertaining to portfolio activities are met;
- z. Ensure preparation and approval of Resource Conservation and

Recovery Act (RCRA)/Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) decision documents;

- aa. Serve as primary EM point-of-contact for media inquiries about ongoing EM activities for assigned project portfolio in coordination with the ORO Public Affairs Office; and
- bb. Ensure government and contractor-executed functions are carried out in compliance with DOE Directives in a manner that protects government and contractor personnel and the general public against ES&H hazards arising from performance of contract work.

#### 1.4 Project Management Division (PMD)

1.4.1 The PMD Director reports directly to the Manager, EM Oak Ridge Site Office. The Division has the following responsibilities:

- a. Manage EM capital and operating projects through the planning, execution, and closeout phases to ensure projects are completed safely, and within scope, schedule and cost thresholds;
- b. Support PBMD in negotiating regulatory agreements for EM activities on the ORR sites with regulatory agencies in support of project activities;
- c. Ensure government and contractor-executed functions are carried out in compliance with DOE Directives in a manner that protects government and contractor personnel and the general public against ES&H hazards arising from performance of contract work;
- d. Integrate EM project management processes and ensure compliance with DOE O 413.3B;
- e. Lead preparation of CD documents and coordinate scheduling of CDs for the design, construction, and closeout phases of the project including the approval of significant milestones;
- f. Develop Acquisition Plans, Project Execution Plans, Risk Management Plans, and Integrated Project Team Charters for assigned projects;
- g. Manage project risks actively;
- h. Manage preparation for reviews and obtain PFPD approval of RCRA/CERCLA, and National Environmental Policy Act decision documents;
- i. Evaluate prime contractors' performance on project activities and provide input to assessment of contractor performance;
- j. Promote Federal workforce partnering with contractors to achieve contract objectives;
- k. Coordinate with regulatory agencies to obtain permits;

- l. Advise the EM Oak Ridge Site Office, regarding the Natural Resource Damage Assessment Program;
- m. Lead Core Team interactions with regulatory authorities such as the State of Tennessee and the Environmental Protection Agency (EPA);
- n. Oversee waste operations and storage, treatment, and disposal of legacy and currently generated waste in support of project objectives;
- o. Communicate issues involving ES&H to the PFPD and other appropriate DOE elements and mission support elements;
- p. Execute the EM CERCLA activities including alternative evaluation and remedial investigations and actions;
- q. Oversee the contractors' implementation of the requirements of the ORR Federal Facility Agreement (ORRFFA) and Site Treatment Plan for assigned projects;
- r. Provide trained and certified FPDs for capital projects at Level I, II, III, and IV;
- s. Provide day-to-day technical guidance and oversight of contractor activities to EM projects;
- t. Serve as the COR or the Alternate COR for assigned contracts. This includes review of scope statements, cost estimates, schedules, and recommends approval to the Contracting Officer;
- u. Assure projects are aligned with EM Program objectives;
- v. Establish and lead Integrated Project Team for assigned projects/programs;
- w. Prepare technical/costs evaluations of Baseline Change Proposal/Request for Equitable Adjustment for projects, as needed;
- x. Maintain operational awareness of field activities/management walkthroughs;
- y. Support PFPD reporting at Monthly and Quarterly Project Reviews;
- z. Ensure EVMS reporting, including variance explanations in PARS II/IPABS for each project, accurately reflects project status in coordination with PBMD; and
- aa. Ensure government and contractor-executed functions are carried out in compliance with DOE Directives in a manner that protects government and contractor personnel and the general public against all ES&H hazards arising from performance of contract work.

## 1.5 Planning and Baseline Management Division (PBMD)

- 1.5.1 The PBMD Director reports directly to the Manager, EM Oak Ridge Site Office. The Division has the following responsibilities:

- a. Execute overall planning and baseline management support activities in a manner that ensures the success of the EM Portfolio;
- b. Establish and implement project management systems; ensure preparation of reports and approve all report monitoring progress through report analysis, field inspections, and performance evaluation; implement corrective actions to resolve problems and conflicts; and initiate critical decisions and required reviews;
- c. Negotiate regulatory agreements for EM activities on the ORR sites with regulatory agencies in support of project activities in coordination with PFPDs and PMD;
- d. Conduct overall strategic planning for the EM Program goals and project commitments, including sequencing of projects with PFPD support;
- e. Maintain the EM Integrated Master Plan;
- f. Coordinate and facilitate the Site Specific Advisory Board (SSAB) and other stakeholder activities. Provide Ex-Officio and Federal Coordinator to the SSAB;
- g. Support any media inquiries about ongoing environmental management activities in coordination with the ORO Public Affairs Office;
- h. Serve as the central coordination point for EM program compliance requirements under the ORRFFA;
- i. Develop, implement, and manage the EM Administrative Record;
- j. Oversee Core Team interactions and represent DOE in negotiation with regulatory authorities such as the State of Tennessee and the EPA;
- k. Evaluate prime contractors' performance on Planning and Baseline Management activities and provide input to assessment of contractor performance;
- l. Serve as the COR or the Alternate COR for assigned contracts. This includes review of scope statements, cost estimates, schedules, and recommending approval to the Contracting Officer;
- m. Coordinate the National Historic Preservation Act consultations to support the Accelerated Closure of ETP;
- n. Review changes to project baselines and recommend approval to FPDs, PFPDs and EM Oak Ridge Site Office;
- o. Support FPDs and PFPDs in development of Acquisition Plans, Project Execution Plans, Integrated Project Team Charters, and CD documents for projects, as needed;
- p. Review the project documentation in coordination with assigned PMD representative to determine conformity with contract

- requirements;
- q. Establish and manage the prioritization and project sequencing processes in conjunction with the PFPDs and PMD;
  - r. Oversee and coordinate the preparation of planning documents and program budget requirements;
  - s. Ensure integration of EM management processes and systems to eliminate redundancy and inconsistency;
  - t. Establish, oversee, and provide performance data for project control processes for the EM program including baseline, cost, schedule, milestones, and current year work plans;
  - u. Evaluate and ensure quality and consistency of integrated EM schedules, milestones, performance measures, estimates, and cost information;
  - v. Establish the EM system to support the business rules to ensure quality and consistency and to eliminate redundancy;
  - w. Evaluate EM program priorities among the various sites; review overall program status; develop and administer the budget/cost reporting systems; and administer the budget process;
  - x. Develop the funding requirements for EM and the documentation and development of program fund requirements. Direct the preparation of the EM annual budget requests such as the Project Baseline Summary reports as required;
  - y. Oversee and coordinate preparation of EM strategic planning documents. Serve as the primary point-of-contact with DOE HQ program officials on planning documents and reporting systems;
  - z. Manage the Change Control Process to ensure proposed changes to the EM Integrated Baseline are properly identified, developed, reviewed, alternatives evaluated, approved, implemented, validated, and documented. Organize and facilitate the EM Baseline CCB;
  - aa. Support PMD in the development of Federal baselines and performance baselines;
  - bb. Implement DOE's Program and Project Management Directive as it relates to EM projects, and for progress reporting on capital asset projects in Project Analysis Reporting System and the Project Execution Module;
  - cc. Develop earned value verification processes, communicate the process to the PFPDs, and assist in tracking and verifying earned value;
  - dd. Assess EM Oak Ridge Site Office Contractor's Project Controls System Description and recommends any necessary changes;
  - ee. Support Request for Equitable Adjustments negotiations to minimize

- impacts to total project costs;
- ff. Publish monthly and quarterly project reports for use by the EM Oak Ridge Site Office, EM, and mission support elements;
  - gg. Conduct analyses of critical path type closure scheduling. Provide data as requested by EM-HQ in support of established project management processes;
  - hh. Establish linkages and partnerships with industry and other agencies facilitating utilization of innovative environmental technologies at EM Oak Ridge Site Office sites;
  - ii. Provide support to EM teams in identifying environmental technology opportunities, systems, or equipment to support teamwork plans;
  - jj. Coordinate efforts to provide independent technical evaluations of project plans, strategies, or technologies as requested by project/program teams;
  - kk. Manage/implement the Technical Integration/International Technology Programs at Oak Ridge including oversight of task performance, ensuring technical quality, and cost/schedule control;
  - ll. Ensure projects are integrated across EM programs and other elements and develop strategic plans to use innovative technologies;
  - mm. Coordinate exchange of information with EM staff and develop strategies for integration of technologies into remediation, treatment, transportation, characterization, and disposal of waste;
  - nn. Provide support to IPTs;
  - oo. Manage and oversee packaging and transportation and ensures contractor-executed functions are carried out in an economical and safe manner;
  - pp. Develop, review, and approve guidelines related to the movement of all commodities by commercial carriers. Coordinate and negotiate special rates and services with commercial carriers for DOE and contractor material movements, and arrange for commodity shipments to EM Oak Ridge Site Office facilities;
  - qq. Serve as the commodity manager of railroad cars employed in support of EM Oak Ridge Site Office including their registry, replacement, repairs, modification, and disposal. Approve or disapprove contractor requirements and assign or reassign rail car assets to meet these requirements;
  - rr. Develop guidelines, requirements, and procedures applicable to packaging utilized to move general, hazardous, and radioactive commodities;
  - ss. Ensure the existence of adequate programs for the packaging of radioactive and fissile materials; evaluate the design of shipping

containers proposed by contractors for certification; provide liaison with DOE HQ, the Nuclear Regulatory Commission, and the Department of Transportation (DOT) on reviews and certifications; review technical standards and applications for national security exemptions, DOT exceptions, and DOE alternatives; and review proposed contractor operations prior to use of packaging;

- tt. Provide for the implementation of the Transportation Emergency Preparedness Program for Region II. Provides, via a Service Arrangement, support for transportation operations across the ORR;
- uu. Work closely with immediate staff in the EM Oak Ridge Site Office to maintain EM records management and a document control program (electronic document management system) that meets the needs of the organization; and
- vv. Ensure government and contractor-executed functions are carried out in compliance with DOE Directives in a manner that protects government and Contractor personnel and the general public against ES&H hazards arising from performance of the contract work.

## 1.6 Engineering Division (ED)

1.6.1 The ED Director reports directly to the Manager, EM Oak Ridge Site Office. The Division has the following responsibilities:

- a. Evaluate prime contractors' performance on engineering and technical activities and provide input to assessment of contractor performance;
- b. Provide support to the IPTs for matters relating to engineering and technical issues;
- c. Develop strategies for minimizing wastes at each EM Oak Ridge Site Office facility in conjunction with PMD and the generators;
- d. Provide overall management for crosscutting EM technical programs relating to ES&H program implementation including: Integrated Safety Management, Authorization Agreement Program, and worker protection programs (radiation protection, industrial safety, industrial hygiene);
- e. Ensure the Nuclear Safety Program is appropriately implemented at EM Oak Ridge Site Office facilities such that facilities are properly categorized, Documented Safety Analyses and Technical Safety Requirements are prepared and reviewed, and the Unreviewed Safety Question process is functioning properly;
- f. Ensure EM contracts contain appropriate nuclear safety requirements;
- g. Implement Safety System Oversight Program at EM facilities;
- h. Oversee DOE contractor compliance with the Occupational Safety and

Health Administration (OSHA), DOT requirements, Clean Air Act; Clean Water Act; National Environmental Policy Act; CERCLA; RCRA; environmental laws, environmental incident notification and reporting requirements; and radiological control requirements of DOE. Review and analyze compliance audits, appraisals, and Unusual Occurrence Reports; evaluate corrective actions to be taken by the prime contractor in response to findings and deficiencies detected; and verify corrective actions have been fully implemented;

- i. Interface with Defense Nuclear Facilities Safety Board staff as the EM program representative;
- j. Oversee the Criticality Safety Program at EM facilities;
- k. Provide overall management for EM crosscutting technical programs relating to EM Data Quality and Sample Management Program, Waste Certification Program, and Standards and Identification and Management;
- l. Provide support to IPTs; and
- m. Ensures government and contractor-executed functions are carried out in compliance with DOE Directives in a manner that protects government and contractor personnel and the general public against all ES&H hazards arising from performance of contract work.

## 1.7 Facility Operations Division (FOD)

1.7.1 The FOD Director reports directly to the Manager, EM Oak Ridge Site Office. The Division has the following responsibilities:

- a. Perform onsite surveillance of DOE activities to ensure compliance with DOE and other Federal and State ES&H requirements;
- b. Provide overall program management in the area of Facility Operations;
- c. Ensure program-wide technical consistency in the implementation of EM safety and technical core functions. These include, but are not limited to, conduct of operations and integrated safety management;
- d. Serve as the point-of-contact for EM Facility Representative (FR) activities. Develop and maintain guidelines, plans, and procedures governing the conduct of the EM Oak Ridge Site Office FR Program to comply with applicable DOE HQ and local requirements, including quarterly FR reports to HQ;
- e. Support DOE line management as a primary point-of-contact for ES&H day-to-day operations;
- f. Provide oversight of facilities and associated activities to identify problems and initiate appropriate actions through DOE line management and the contractor;

- g. Provide support for day-to-day onsite direction and technical oversight of contractor activities to implement contractual requirements for operations, maintenance, ES&H, and other similar programs;
- h. Ensure government and contractor-executed functions are carried out in compliance with DOE Directives in a manner that protects government and contractor personnel and the general public against all ES&H hazards arising from performance of contract work;
- i. Ensure contractor compliance with the DOE Occurrence Reporting and Processing of Operations information;
- j. Review occurrence reports; analyze compliance audits, appraisals and reports, evaluate corrective actions to be taken by the contractor in response to findings and deficiencies detected; and verify corrective actions have been fully implemented;
- k. Participate as technical representatives on corporate boards, committees, and review teams;
- l. Maintain the FR Qualification Report;
- m. Maintain the Start-Up and Restart program and Maintenance Management Program for all EM Oak Ridge Site Office Hazard Category 2 and 3 nuclear facilities;
- n. Coordinate the EM Oak Ridge Site Office Lessons Learned and Operating Experience Program; and
- o. Provide oversight of the contractor work control process.

## 1.8 Performance Assurance Division (PAD)

1.8.1 The PAD Director reports directly to the Manager, EM Oak Ridge Site Office. The Division has the following responsibilities:

- a. Direct the development and integration of EM performance measures. Provide performance measurement tracking and reporting systems to ensure EM goals are achieved in a cost effective and timely manner.
- b. Develop contractor performance criteria, conduct operational appraisals, coordinate multidisciplinary functional appraisals of contractor performance, and prepare performance evaluation reports.
- c. Oversee DOE contractor compliance with requirements; for example, OSHA, DOT requirements, environmental laws, environmental incident notification and reporting requirements; and radiological control requirements of DOE. Review and analyze compliance audits, appraisals, and Occurrence Reports; evaluate corrective actions to be taken by the contractor in response to findings and deficiencies detected; and verify corrective actions have been fully implemented.
- d. Ensure formality in assessment program implementation by providing

coordinated scheduling, developing, and maintaining consistent procedures, ensuring adequate and complete documentation; providing for centralized record keeping, ensuring corrective actions are approved and tracked until closure, and by maintaining information systems for summarization and trending of assessment results.

- e. Perform corrective action tracking to include both EM actions in the Headquarters Corrective Action Tracking System and in the EM Oak Ridge Site Office issue management system.
- f. Coordinate preparation, review, issuance, and control of EM procedures.
- g. Monitor contractor corrective actions to integrate their status into the EM Oak Ridge Site Office issue management system.
- h. Manage key activities regarding Price-Anderson Amendment Act Enforcement.
- i. Conduct issue analysis/trending.
- j. Verify closure of issues/corrective actions generated in formal assessments; readiness reviews; technical assessments and external audits.
- k. Serve as the quality assurance support organization for EM providing support for procedure development, quality assurance plan development and review, training programs, technical support to line projects on quality assurance issues, and interfacing with external groups on quality issues.
- l. Ensure government and contractor-executed functions are carried out in compliance with DOE Directives in a manner that protects government and contractor personnel and the general public against all ES&H hazards arising from performance of contract work.