



U.S. DEPARTMENT OF
ENERGY

Office of
Science

Briefing to the Commission to Review the Effectiveness of the
National Energy Laboratories (CRENEL)

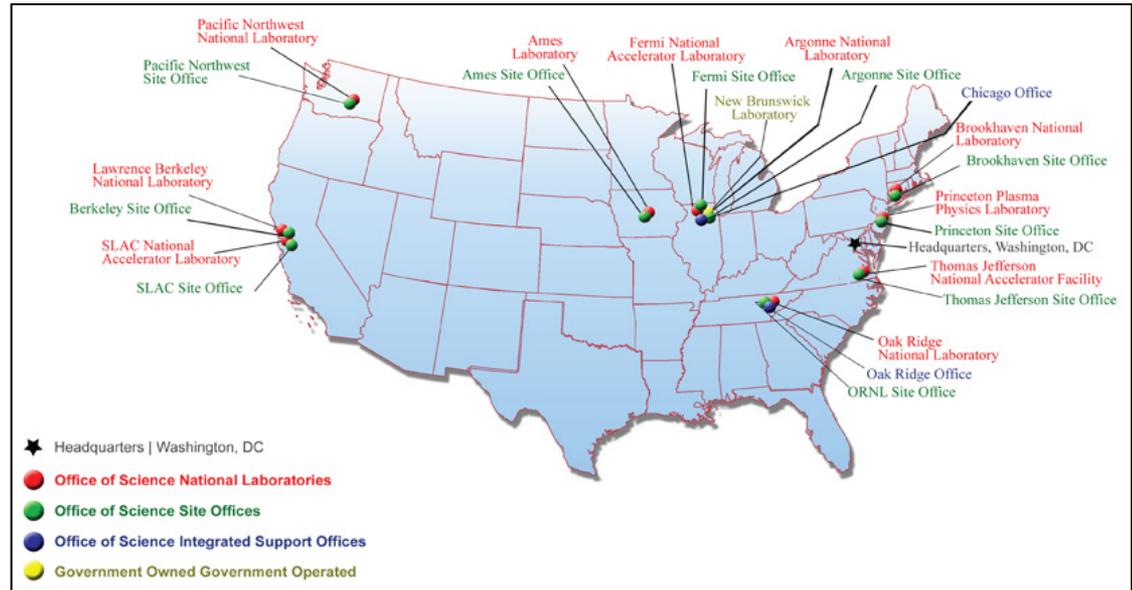
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SC Site Offices

Site Offices are the on-site representatives of the Office of Science.

- Site Managers (typically SES) report directly to the Deputy Director.
- Site Offices oversee all operations at the laboratory, and are responsible for managing the M&O contract on behalf of the Department.
- Site Managers have broad delegations of authority in areas like safety, security, and property.
- Site Offices are the “face” of the Department to local stakeholders.
- The role of the Site Office is to **facilitate the Science mission** within the terms and conditions of the contract, and to measure the contractor’s operational performance.





Site Office Composition

SC Site Offices are relatively small, and staffing varies based on the size and complexity of work at each laboratory.

- Contracting Officers
- Financial Specialists
- Federal Project Directors
- ES&H Experts, including facility representatives and nuclear safety personnel at laboratories with nuclear facilities
- Security Experts, particularly for sites with nuclear security needs

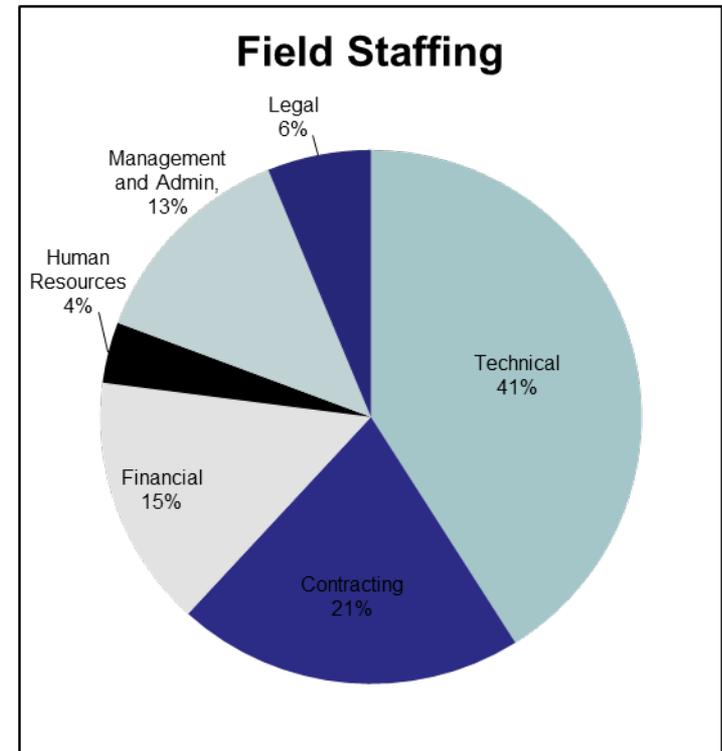
Laboratory	FY 14 Actual Costs (\$M)	Laboratory Employees (FTE)	Site Office Employees (FTE)
AMES	\$47.19	308	3
ANL	\$737.73	3,460	25
BNL	\$635.47	2,882	27
FNAL	\$371.37	1,720	15
LBNL	\$754.43	3,396	19.5
ORNL	\$1,339.46	4,586	40
PNNL	\$941.39	4,344	34
PPPL	\$82.30	429	9
SLAC	\$383.61	1,596	11.5
TJNAF	\$143.97	729	12



SC's Integrated Support Center

The Integrated Support Center provides essential services to both the Site Offices and SC Headquarters programs.

- Provides centralized support to the Site Offices in areas where duplication of functions at individual locations would be inefficient – e.g., legal, property, public affairs, contractor human resources.
- Provides subject matter experts to the Site Offices to support oversight activities in key technical areas like safety, security, and environmental compliance.
- Holds SC Field delegations of authority in areas like human resources and financial allotments.
- Executes all financial assistance actions in support of the SC Headquarters programs.
- Two locations – Oak Ridge and Chicago.
- Recent Oak Ridge reorganization clarified line accountability with HQ program offices.





Challenge – Federal Oversight

Maturing our oversight approach

- Science’s oversight model is based on robust Contractor Assurance Systems.

“**Contractor Assurance Systems** provide evidence to assure both DOE and the corporate parent that work is being performed safely, securely, and in compliance with all requirements; risks are being identified and managed; and that systems of control are effective and efficient.”

- Federal role – **trust but verify**. We are the eyes and ears of the American public.
- Requires the Federal workforce to be competent, understand the work, and know when to step in to assure our contractors fulfill the terms and conditions of their contracts.
- SC has implemented CAS at all ten sites, peer reviewed the results, and shared lessons learned. We continue to talk with our staff about expectations, but clearly defining and driving this change of approach to the deck plate is an ongoing effort for both Federal staff and our contractors.
- Full and effective implementation will allow for increased mission effectiveness through risk-based oversight, but can only be achieved by changing the skills and approach of our employees (both internal and external to Science).

Required Components of CAS

- Method for validating effectiveness (e.g., third party audits, peer reviews)
- Rigorous, risk-informed, and credible self-assessments
- Structured issues management system
- Timely communication to DOE
- Continuous feedback and improvement mechanisms