



Oak Ridge Office
Functional Analysis and Inventory
SC Integrated Support Center



March 2007

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FUNCTIONAL ANALYSIS AND INVENTORY		

Introduction

The Manager, Oak Ridge Office (ORO), has requested this Functional Analysis and Inventory to identify and present quantifiable performance metrics for various matrix support activities performed by ORO. This analysis will be used to describe the ORO operating model as a component of the Office of Science (SC) Integrated Support Center (ISC), which is jointly operated by the ORO and the Chicago Office (CH).

The SC ISC at ORO provides essential matrix support in direct furtherance of DOE missions, in addition to supporting the Thomas Jefferson Site Office (TJSO), the Pacific Northwest Site Office (PNSO), the Stanford Site Office (SSO), and the Office of Scientific and Technical Information (OSTI), which together include **515** employees, and is party to a service arrangement with the National Nuclear Security Administration’s (NNSA) Y-12 Site Office (YSO). This Functional Analysis and Inventory outlines the depth and breadth of functions performed by SC employees at ORO.

Mission

The ORO mission is to lead, implement, and improve field activities in the DOE core business areas of energy resources, science and technology, national security, and environmental management, such that these activities are technically and environmentally sound, safe, and cost effective. **13,000** employees work at DOE facilities in Oak Ridge thus providing a major source of economic impact to the State of Tennessee. To this end, the following activities are necessary to accomplish the mission:

- a. Research and development in a variety of nuclear and non-nuclear energy technologies, and in the biomedical, environment, and physical sciences;
- b. Environmental cleanup throughout the Oak Ridge Reservation (ORR);
- c. Administration of lease agreements between the DOE and the United States Enrichment Corporation (USEC) and USEC, Inc. for management and operation of uranium enrichment facilities, and execution of a nuclear safety regulatory oversight agreement;
- d. The reindustrialization of the East Tennessee Technology Park (ETTP) as a means to accelerate environmental cleanup;

- e. Management of the DOE Payments Processing Center, a National DOE Center of Excellence; and
- f. Support provided to TJSO, PNSO, SSO, and OSTI in the areas of Human Capital Management, Contractor Human Resources, Procurement and Contract Management, Real and Personal Property Management, Finance and Accounting, Budget and Resource Management, Program and Technical Support, Public Affairs, Information and Intergovernmental Relations, Environment, Safety and Health, Project Management, Information Management, Legal (General and Intellectual Property) and Safeguards and Security, in addition to support provided to NNSA's YSO.

ORO is responsible for the successful execution of assigned programs, projects, and missions. In addition to management of the Federal staff and its related functions and resources, ORO is responsible for administering contracts and performing oversight of contractors' activities to verify compliance with contract provisions for the ORR, as well as lease administration and safety and health oversight for non-Nuclear Regulatory Commission (non-NRC) regulated portions of the Paducah and Portsmouth sites and any other assigned responsibilities.

Program responsibilities are divided among Environmental Management, Science, Nuclear Energy, and other programs. Detailed responsibilities are provided in ORO M 110, *Oak Ridge Office Organization Manual*, and in ORO M 411.1-1H, *Manual of Safety Management Functions, Responsibilities, and Authorities, Level III, for Oak Ridge Office* (ORO FRAM), which describes the ORO safety management functions, responsibilities, and authorities contained in DOE Directives.

Distinctive Characteristics

Although ORO and CH jointly form the SC ISC, these organizations have unique missions and functions which necessitate the availability of certain critical skills necessary to carry out the assigned mission and functions of each respective organization. In order to analyze the optimum operating model for the SC ISC, several factors that distinguish ORO and CH as individual Offices should be examined. For ORO, these factors include:

1. ORO is a multi-program office with a **\$2 Billion** budget tasked with accomplishing programmatic missions for the Office of Environmental Management and the Office of Nuclear Energy Science and Technology in addition to SC. Critical non-SC program initiatives include environmental cleanup projects, decontamination and decommissioning, waste management and transportation, uranium enrichment lease administration, and advocacy of centrifuge programs and the Global Nuclear Energy Partnership.
2. Both CH and ORO operate separate and distinct Centers of Excellence for the Department. ORO operates the Center for Metals Recycling, the Center for Electronics Recycling, and the Financial Payments Processing Center for the Department of Energy.
3. ORO serves as the Operations Center for the Office of Science Management System (SCMS). The Operations Center oversees all operational activities of the SCMS used by organizational elements of the SC as the official repository for SC-wide policies, processes, and procedures. The Operations Center maintains a comprehensive SCMS program which includes providing functional information to assure continued system connectivity and availability, and to provide instructions on system use to employees throughout SC. The Operations Center performs quality assurance reviews on SCMS content to assure an SC-wide approach to doing business in order to eliminate duplication, overlapping authorities, conflicting guidance, and other similar process and procedural confusions.
4. ORO manages a Reservation of over **33,000** acres of which **24,000** is not co-located with the contractor workforce. Reservation and infrastructure management initiatives generate a number of safety and national security issues which must be managed, including direct responsibility for **37** buildings and over **500,000** square feet of ORO managed facilities; maintenance of **105** miles of roads, including haul roads that enable hazardous waste shipments to be transported across the Reservation without use of public roads and access areas; and protection and management of Reservation wildland fire grids.
5. ORO has significant legacy issues and related public involvement resulting from historical work in weapons research and production activities that have given rise to the ORR being listed as a Superfund site by the Environmental Protection Agency. With the entire Reservation being inside the Oak Ridge city limits, citizens expect resolution of environmental contamination legacies and long-term stewardship once clean-up is completed.

6. ORO has unique security requirements related to protection of nuclear materials with responsibility for **1** Category 1 Nuclear Facility (ORNL) as part of the ORO mission, **1** Category 1 Nuclear Facility (PNSO) supported by ISC-ORO, **40** Category 2 Nuclear Facilities, and **12** Category 3 Nuclear Facilities; in addition to **31** facilities with Security Importance ratings of A to C.
7. ORO has responsibility for administration of M&O/M&I and other prime contracts that have **17** different unions and Collective Bargaining Agreements and requires administration of **3** complex pension plans.
8. ORO is a party to and administers a Collective Bargaining Agreement for Federal employees encompassing **234** ORO and **28** OSTI positions.
9. ORO manages Work for Others projects that generate **\$400 Million** to **\$600 Million** in work each year.
10. ORO manages a Technical Qualification Program (TQP) with **165** SC, EM, and NE participants and a Facility Representative Qualification Program with **22** SC and EM participants.
11. ORO's fully established TQP and program expertise is being shared across SC. Expertise and programmatic material has been provided to **4** Site Offices to date with additional support requested for Senior Technical Safety Manager (STSM) implementation.
12. ORO manages **23** Real Estate and Reservation Use Memoranda of Agreement.
13. ORO Records Officer serves as the Program Records Officer for SC and is responsible for records policy creation and implementation for **12** Science sites as well as maintenance, preservation, and retrieval of **250,000** cubic feet of hard copy records DOE-wide.

Assumptions

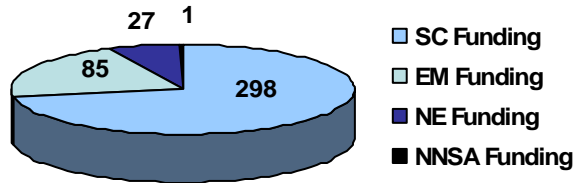
The following assumptions must be acknowledged in order to adequately examine the complexity of integrated functions supported by ORO.

1. The Oak Ridge National Laboratory (ORNL) and the Oak Ridge Institute for Science and Education (ORISE) is managed by ORO through the Office of Assistant Manager for Science. It is fully integrated into the ORO organization and reports to the ORO Manager.
2. Program funds are provided by Headquarters (HQ) to conduct HQ-initiated safety assessments.
3. As the Lead Program Secretarial Office for ORO, the SC serves as Landlord for ORO and serves the interests of the Offices of Environmental Management (EM) and Nuclear Energy Science and Technology (NE) which have major program missions performed by ORO.
4. The SC ceiling allocation for ORO remains constant at **298**.
5. ORO provides the full complement of services to those SC Site Offices serviced by the ISC at Oak Ridge. (While ORO is prepared to provide full services to PNSO, it currently receives public affairs services from CH).

Staffing and Trends

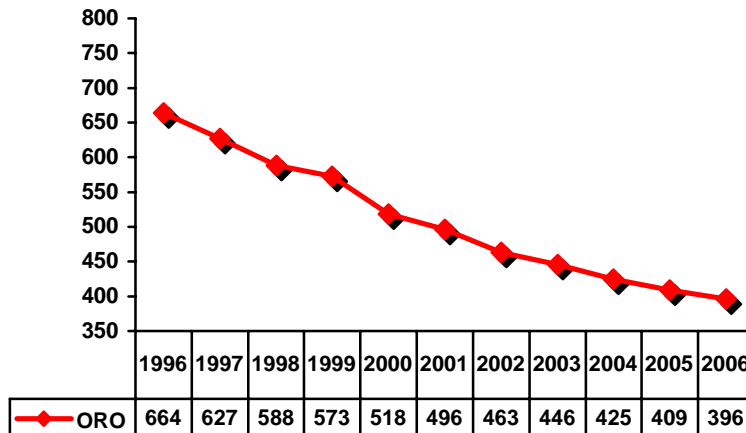
The total ORO staffing allocation for Fiscal Year (FY) 2007 is **411**, of which **298** are funded by SC as the Landlord for ORO, **85** by the Office of Environmental Management (EM), **27** by the Office of Nuclear Energy Science and Technology (NE) and **1** by the NNSA.

Staffing Allocation (411 Employees)

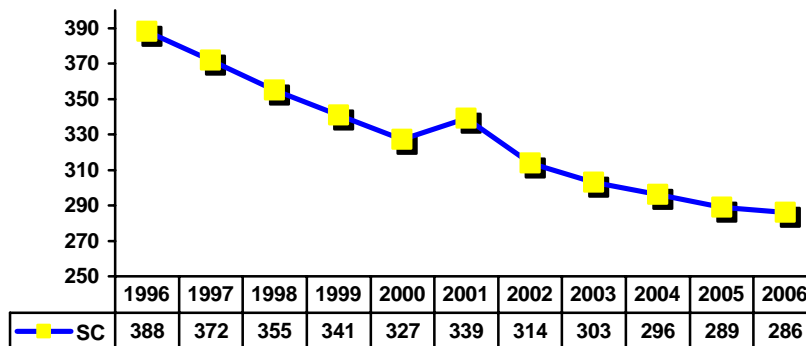


The following trend lines represent the steady decline in ORO and SC employment levels over the last ten years, with noticeable reductions of over **100** staff members in SC levels. Program objectives have changed significantly over the years and specific program direction control points, which once existed for functions associated with major program initiatives such as the Super Conducting Supercollider, Advanced Neutron Source, Weapons Production, and Defense Programs, have been phased out.

10 Year Decline in ORO Employment Levels



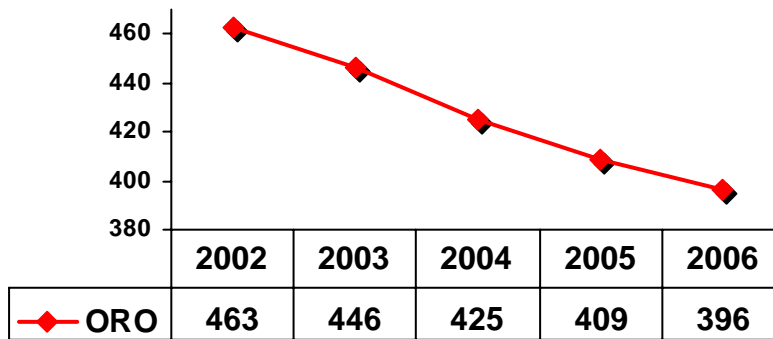
10 Year Decline in SC Employment Levels



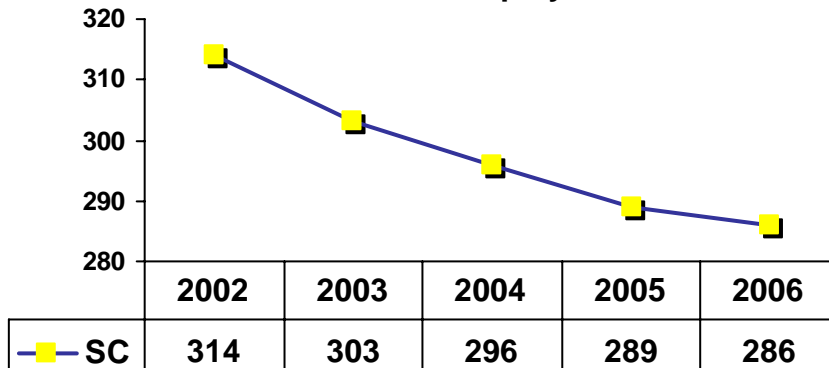
Since 2002, all SC employees at ORO have been included under a single program direction control point. The trend lines below represent the continued decline in ORO and SC-funded employment levels (i.e., employees on board) over the last five years, and based on end of fiscal year employment levels. This is in contrast to the Staffing Allocation chart previously shown. Since the establishment of the ISC, ORO has continued to sustain a **\$2 Billion** multi-program mission, provide the full complement of business and technical services to **3** SC Site Offices, and provide additional support in the areas of environment, safety, and health and security to Site Offices serviced by the CH.

ORO employment levels have decreased by **67** employees and SC-funded employment has decreased by **28** employees over the last five years. The continued ability to sustain ORO mission objectives while taking on additional ISC responsibilities, all under reduced staffing levels, is due in large part to the organizational restructuring of ORO in March 2005, as well as cross-training initiatives, reengineering of processes and procedures that enabled streamlining as a result of enhanced office automation and other technological efficiencies and advancements, and the dedication of a highly skilled and professional staff.

5 Year Decline in ORO Employment Levels



5 Year Decline in SC Employment Levels



Critical Skills Inventory

ORO analyzed and inventoried the critical skills necessary to meet the challenges presented by sustaining a multi-program mission as well as serving as one of two components of a ready and able SC ISC. Maintenance of core capabilities in the following areas is essential to our continued ability to achieve mission goals and support SC ISC initiatives.

Critical Skills Inventory ORO Mission and Integrated Support Center Responsibilities	
Accounting Administrative Support Budget Analysis Building/Infrastructure Management Contracting and Procurement Directives Management Emergency Management Engineering <ul style="list-style-type: none"> • Chemical • General • Fire Protection • Nuclear • Quality Assurance • Safety/Safety Basis Environmental Protection Facility Representatives General Business and Industry Health Physics Human Resources <ul style="list-style-type: none"> • Federal Human Resources • Contractor Human Resources • Training and Development Industrial Hygiene Information Technology	Legal <ul style="list-style-type: none"> • Environmental Law • Employment Law • Contract Law • Patents Project Management Program/Management Analysis Program Management Property Management Public Information Realty Management Records Management Safety and Occupational Health Security Administration <ul style="list-style-type: none"> • Cyber • Physical • Personnel Sciences <ul style="list-style-type: none"> • Biological • Environmental • Physical Telecommunications Traffic Management/Transportation Safety Work for Others
SKILLS SNAPSHOT	

Occupational groupings are further explained, with functional descriptions in Appendix A and staffing levels are identified by occupational grouping in Appendix B. Organizational metrics are examined in Appendix C.

Significant Successes

During FY 2006, ORO achieved significant successes and accomplishments. Future achievements are anticipated on the continued ability to draw from the unique combination of knowledge, skills, and abilities of ORO staff; the latitude to independently manage the necessary skills mix on an immediate, as needed basis; and the ability to maintain existing staffing levels. Highlights of these significant successes include:

Maintenance and Operation of Field Budget System For **45%** of DOE's Total Funding

591 Contract Actions Representing **\$3.4 Billion** in Obligations

12% of the Overall DOE Budget Comes to ORO



23,240 Hours Performing ES&H Assessments

100,000 Pages of Documents Reviewed to Avoid Unauthorized Release of Classified Information

24,000 Shipments and **1.6 Million** Miles With Zero Accidents

27 Emergency Management Exercises

\$75.5 Million Awarded to Small and Small and Disadvantaged Business Contracts

900 Legal Opinions Issued

1,066 Vehicles in Fleet Management Inventory

18 New Management System Descriptions Processed in Science Management System (SCMS)



23 Offers of Employment Extended

Active Diversity Counsel Reaching **26** Minority Institutions and Community Outreach Activities

10,300 Active Security Clearances and **9,600** Clearance Actions Processed

47 VIP Visits

4,258 Media and Stakeholder Interactions

Established the Innovation Valley Science and Technology Park for **8.26** acres co-located at the Oak Ridge National Laboratory





9,169 EEOICPA Inquiries Disseminated to Contractors

500 Radio Frequency Licenses Maintained

23 Real Estate and Reservation Use Memoranda of Agreement Managed

103,217 Payments Made by the DOE Payment Services Center of Excellence

97% Prompt Payment Rate

200,000 STARS Entries Made



Strategic Goals and Objectives

ORO's strategic goals and objectives, which are relevant to this Functional Analysis and Inventory, are derived from several sources such as the following:

- The President's Management Agenda (PMA) which addresses five major government-wide initiatives, one of which is Strategic Management of Human Capital. The PMA may be found at <http://www.whitehouse.gov/omb/budget/fy2002/mgmt.pdf>
- The DOE FY 2007 Budget <http://www.energy.gov/about/budget.htm>
- The DOE Strategic Plan <http://www.energy.gov/about/strategicplan.htm>
- The DOE Office of Science Strategic Plan 2004 http://www.sc.doe.gov/Program_Offices/Mission_Strategic.htm
- The ORO FY 2007 Performance Plan
- The 2005 – 2006 ORO Diversity Leadership Strategy <http://www.oro.doe.gov/diversity/news.htm>

Conclusions

ORO was restructured in March 2005, to better position the organization to carry out its complex multi-program mission by appropriately aligning along major program lines, with concentration on decision making, clarifying roles and responsibilities, communications, and employee engagement. This organizational infrastructure, coupled with the areas of expertise identified in this Functional Analysis and Inventory, sets out the optimum operating model for the ORO as a component of the SC ISC.

As a multi-program office with a **\$2 Billion** budget, ORO is tasked with accomplishing programmatic missions for EM and NE in addition to SC. Critical non-SC program initiatives include environmental cleanup projects, decontamination and decommissioning, waste management and transportation, uranium enrichment lease administration, and advocacy of centrifuge programs and the Global Nuclear Energy Partnership.

In addition, ORO manages a Reservation of over **33,000** acres of which **24,000** is not co-located with the contractor workforce. ORO continues to have significant legacy issues and related public involvement resulting from historical work in weapons research and production activities that have given rise to the Oak Ridge Reservation being listed as a Superfund site by the Environmental Protection Agency. ORR and infrastructure management initiatives generate a number of safety and national security issues which must be managed. **15** staff members are dedicated to oversight of the ORR and its infrastructure.

ORO has established core staffing levels, ceiling allocations have been substantiated, and functional needs have been analyzed and documented. This resultant Functional Analysis and Inventory validates the ORO model. With this validation and the continued and essential support of the Office of Science, the autonomy to operate in accordance with this model represents the most efficient and effective means of accomplishing ORO's multi-programmatic, as well as SC ISC, goals and objectives.

Appendix A

Functional Descriptions

ORO functions are further explained below. The functions included in this appendix are derived from the FY 2007 ISC Service Plan.

Human Capital Management

Develops and implements procedures and management systems for the coordination and implementation of human capital management strategic planning and human resource development programs. Projects and administers a comprehensive budget that supports the Human Capital Management Program, including allocating and approving all program expenditures. Serves as Contractor Task Monitor for a human capital management support contractor, including budget projection, management, and tasking. Administers an organization development program which includes a facilitator program, management development team building, meeting management, and resolution of employee issues. Directs and monitors the management and administration of the Management and Operating (M&O) contractor training program performance, including contractor compliance with DOE Directives requirements related to training. 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. Analyzes, designs, develops, implements, and evaluates employee competency-based skills models that meet the regulatory, qualification, and developmental needs of ORO personnel. Assures that the Science Management System (SCMS) is institutionalized as the management system for all SC processes and procedures by serving as the interface between senior ORO management and the Office of Science. Represents ORO in the development of management systems governing the SCMS and supporting subject areas which establish the framework of the system. Manages the SCMS Operations Center which provides services and products that support the standards-based management system methodology for the Office of Science.

Contractor Human Resources

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

Procurement and Contracts Management

Develops and promulgates procurement guidelines and procedures. Provides central services and assistance in matters pertaining to contractor selection and procurement of DOE-direct services and supplies, including contract and financial assistance negotiation and administration of DOE Headquarters (HQ)-designated research and development contracts with educational and nonprofit institutions and industrial organizations. Conducts appraisals of the procurement functions of designated cost-type prime contractors. Administers the activities of the Contract Review Board.

Personal Property Management

Plans, develops, and executes guidelines and procedures for the management of personal property, including utilization, maintenance, storage, administrative and physical controls; and for disposition of materials, supplies, and equipment. Monitors and appraises contractor performance of personal property management and conducts special studies and surveys.

Reservation and Infrastructure Management

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; Provides facility and space management, maintenance, repair, renovation or construction activities at managed facilities, construction and/or maintenance of 105 miles of roads, assures custodial, pest control, and recycle services are available, provides for landscaping and grounds maintenance; maintains physical security systems including alarms, keyless access system, security locks, safes, and lock and key programs; provides for fleet management; assures availability of office equipment, furniture, and supplies; manages radio network and reservations-wide telecommunications, manages COMSEC and TEMPEST programs; and assures an In-House Energy Management Program to meet Department goals for reduction in energy consumption.

Finance and Accounting (Exclusive of the DOE Payments Center of Excellence)

Provides effective financial management by evaluating and assessing the effectiveness of financial planning, managing resources to accomplish program goals; providing accurate and relevant financial reporting to customers; assessing adherence to laws, regulations, and financial contract clauses; assessing the effective and efficient use of Government resources.

DOE Payments Center of Excellence

Serves as payment processing center for all DOE Operations and Field Offices. Processes all invoices for DOE to pay vendors and contractors for materials and services. Provides systems of payments, including invoice receipts and tracking, monitoring for payment status, and certification of payments. Inputs all U. S. Treasury payments into official records. Reconciles and pays DOE's corporate travel account and permanent changes of station. Processes all nonprofit state and local government payments through ASAP. Serves as ombudsperson for all unresolved payments. Establishes and maintains financial systems with U.S. Treasury for payments processing. Performs various reconciliations and prepares various financial reports in support of U. S. Treasury reporting, e.g., Statement of Transactions and Statement of Differences. Maintains Vendor Inquiry Payment Electronic Reporting System including the automated invoice approval process and electronic invoicing as well as other payment related systems processes. Issues IRS Form 1099 for the Department. Administers payment services for support service contractor activities.

Budget and Resource Management

As an Allottee, develops guidelines and procedures for budget administration activities; serves as authority for budget policies; formulates and administers budgets; directs and coordinates budgetary planning through assessments of major program, budget, and administrative issues; develops guidelines for program control, reporting, scheduling, documentation accounting, data management systems, and preparation of work breakdown structures; develops cost performance reporting systems, and related financial management activities; coordinates a uniform approach to the integration of financial management systems; evaluates systems for cost and other financial controls to ensure accuracy and appropriateness of reported data; assists in the development of individual program and project management systems through consultations on specific problems and sponsorship of training courses on financial responsibilities; recommends the necessary financial controls to meet specific program objectives including the types of systems, procedures, techniques, and reports to be used for determining the status of, and maintaining control over, the scope, schedules, and technical performance of specific funding sources; designs and develops systems and procedures for the execution of budget administration; manages the Automated Funds Control System; develops procedures for and coordinates the validation of budget estimates; makes determinations and recommendations regarding the appropriate use of funds; tracks budgets through the entire Federal Budget Process and advises management of status; and coordinates responses to Office of Management and Budget (OMB), Congressional, and DOE HQ inquiries regarding budget impacts and historical data.

Program and Technical Support

Provides Landlord and project management support and performs strategic and institutional planning and infrastructure planning and implementation.

Public Affairs, Information, and Intergovernmental Relations

Manages a comprehensive public affairs program to provide information to the public, news media, stakeholders, elected officials, employees, and others. Other activities include: Provides guidance and counsel to senior management on public-affairs related matters and provides executive communication services to management. Responds to inquiries from local, regional, national, international news media and trade press. Oversees contractor public affairs activities. Serves as the primary spokesperson for the Office. Maintains an emergency public communications and public education program. Assists in the management and oversight of operations of the DOE Information Center. Maintains frequent contacts and relationships with Congressional staff members in regional offices and in contacts with DOE Headquarters Congressional relations. Manages an employee communications program that includes both routine and emergency dissemination of information. Provides graphic arts and photographic services. Provides public affairs support to the DOE Radiological Assistance Program.

Environment, Safety, and Health

Provides advice and counsel to the Oak Ridge Office (ORO) Manager, Chief Operating Officer, and line managers in the development of effective and efficient environmental protection, safety, health, and quality assurance programs and guidance; supports management in meeting their Environment, Safety, and Health (ES&H) responsibilities including sponsoring the Facility Representative and the Safety System Oversight Programs; supports the ORO Manager and line organizations in providing coordination of the Integrated Safety Management System (ISMS) Program and implementation including maintaining the ORO Functions, Responsibilities, and Authorities Manual (FRAM); conducts assessments and assurance activities to provide feedback to the ORO Manager and line managers regarding the effectiveness of ES&H activities; manages the ORO National Environmental Policy Act (NEPA) activities; manages the ORO Cultural Resources Program; provides ES&H support to other Department of Energy (DOE) sites; supports the line for packaging and transportation safety activities; provides technical support in the area of facility safety; supports the Office of Health, Safety, and Security (HSS) in implementing DOE's Consolidated Audit Program (DOECAP); represents ORO as an alternate on the DOE Federal Technical Capability Panel; serves as the point of contact and coordinates communications with the Defense Nuclear Facility Safety Board (DNFSB); ensures implementation of the Price-Anderson Amendments Act (PAAA) Program; and coordinates certain regulatory oversight activities; and supports the establishment of strategic objectives and plans.

Project Management – Federal Project Directors

ORO has five Certified Federal Project Directors assigned to the Office of Assistant Manager for Science organization. Five additional Federal Project Directors support EM and NE program missions at ORO.

Information Management

Develops ORO-wide technical standards, guidelines, and procedures for the management of ORO and contractor Information Technology (IT). Manages the internal ORO Computing Program. Formulates goals, strategies, and plans for the implementation of a computing infrastructure. Services include functional requirements analysis and budgeting for, and acquisition of, computing, software, maintenance, and training. Develops appraisal objectives and performance criteria, performs onsite evaluations, and reviews audit reports and other sources of performance data to assure that contractors implement recommendations; and conducts an aggressive self-evaluation program. Assures that contractors initiate actions, as required, to maintain cost-effective and efficient ORO-wide IT systems and facilities. Periodically appraises contractor performance. 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. Manages 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; and evaluates the need for new or revised scientific, business, or management information systems and coordinates IT management efforts.

Legal – General

Provides advice and counsel to the Oak Ridge Office (ORO) Manager, Chief Operating Officer, and line managers for matters of law and legal issues which arise in connection with functions and programs. In addition, the Office of Chief Counsel provides support to the Department of Labor on the Energy Employees Occupational Illness Compensation Program Act (EEOICPA) program for ORO, Y-12 Site Office (YSO), and the Portsmouth and Paducah Sites and is the Point of Contact for EEOICPA issues at such sites.

Legal – Intellectual Property

Includes advising, administering or performing professional legal work involved in the cataloging and registration of copyrights, classification and issuance of patents, registration of trademarks in the processing of application of patents, and providing advice on patent matters.

Safeguards & Security and Emergency Management

Provides advice and counsel to the Oak Ridge Office (ORO) Manager, Chief Operating Officer, and line managers regarding all aspects of safeguards and security and emergency management operations involved in the protection of people, information, special nuclear material (SNM), and other critical assets, as well as violence in the workplace, intelligence, and related matters of special sensitivity. Administers the safeguards and security and emergency management programs for ORO, including industrial security, physical security, information security, cyber security, materials control and accountability, personnel security, classification, export control, administration of protective services contracts, and orchestrates and implements ORO's program and plans for responding to emergencies, including (but not limited to) devising appropriate communications systems, periodically performing exercises and drills, implementing the Lead Federal Manager concept, and delineating roles and responsibilities during activation of the ORO Emergency Operations Center.

Federal Administrative Support

Federal Administrative Assistants and Specialists provide office management functional support.

Management Officials and Other Advisors

Provides executive leadership to Oak Ridge Office (ORO) which is responsible for a variety of Department of Energy (DOE) mission activities within the following principal program areas: Research and development in a variety of nuclear and non-nuclear energy technologies, and in the biomedical, environmental, and physical sciences, management of the Oak Ridge National Laboratory including the Spallation Neutron Source, management of the ORO environmental management program, management of Nuclear Energy program areas including programmatic and safety and health oversight of centrifuge technology deployment, commercial lease administration, and security and regulatory oversight, reindustrialization of the East Tennessee Technology to facilitate accelerated environmental cleanup, stimulate economic development, and diversify the regional employment base, construction and maintenance of all facilities in support of assigned programs. Education and training in support of DOE programs for public, vocational, professional, and technical groups. All Departmental payments through the Financial Services Center.

Support Service Contractors

Those contractors who are assigned on an individual basis to a Federal organization to perform defined tasks that supplement those performed by the Federal workforce, exclusive of those contractors performing tasks where the entire function has been placed under contract.

Environmental Management

Develop guidelines, requirements, and procedures for accelerating the closure of the Oak Ridge environmental management (EM) sites. This is accomplished through environmental remediation, decontamination and decommissioning (D&D), waste management (WM), and environmental technology activities applicable to the Oak Ridge Office (ORO) programs and contractors. The organization provides oversight and direction of contractors performing EM activities; provides overall management direction and guidance for the East Tennessee Technology Park (ETTP), including remedial action, transition, D&D, and WM; and surveillance, maintenance and shipping of DUF6 cylinders; administers the ORO transportation and packaging program including satellite tracking during transit; administers support services contracts for technical support; and provides independent assessments of environmental restoration and WM activities. In the administration of contracts, ensures that 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. Performs the full range of project management activities directly related to EM programs in accordance with Federal and Department of Energy (DOE) laws and guidelines. Also, ensures that the principles of Integrated Safety Management (ISM) are fully integrated into all site work activities. Implements the requirements for safe operations of nuclear facilities including safety basis process requirements and flow down of approved safety basis documents.

Nuclear Fuel Supply

Implements the Department of Energy's (DOE) NE-60 programmatic missions including the monitoring of the operation of the Centrifuge Technology Center (CTC), Centrifuge Testing in K-1600, Lead Cascade Demonstration, Commercial Plant Development, and Paducah Gaseous Diffusion Plant (PGDP) operability and viability; serves as an advocate for the Global Nuclear Energy Partnership; serves as the primary interface for the Cooperative Research and Development Agreement (CRADA) with the United States Enrichment Corporation (USEC) for centrifuge development work. Administers Lease Agreement/Regulatory Oversight Program with USEC, providing leadership and technical support for the development and deployment of advanced uranium enrichment technology, and supporting the DOE Headquarters (HQ) Office of Nuclear Energy, Science, and Technology (NE) in the lease/transfer of facilities for the commercial plant; provides program/project management and technical assistance in the areas of lease administration, shipping, and transportation. Technical assistance also includes development of land and facility transfers to reduce program costs for surveillance, maintenance, utilities, and landlord-type administrative expenses.

Appendix B

SC ISC Staffing Levels by Occupational Groupings Oak Ridge Office

Data taken from the FY 2007 ORO Performance Plan
Data as of 1/31/2007

Occupational Groupings	ORO SC Funded Staff Not Included In Site Office or a Center of Excellence (See Footnote 1)	ORO SC Funded Center of Excellence Staff	SC Funded Support to ISC (See Footnote 2)	ORO Operations - SC Funded	Other DOE Programs at ORO	ORO Support Service Contractors (See Footnote 3)	Comments
Human Capital Management , which includes: Functions requiring Delegated Personnel Authority (Annual Notice of Competitive Areas/RIF Program, Federal Employee Health Services Administration, Acquiring and Positioning Human Resources, Pay and Leave Administration, Position Suitability Determinations, Preparation of Furlough Notices, Workforce Discipline, Merit Promotion Program, Career Transition Planning), EAP Coordinator, Annual Fair Act Inventory Coordination, Drug Testing Program Manager, Federal Employee Training Program Administration, FTCP Technical Qualification Program Administration, Employee Performance Management System, Grievance Process Administration, Employee Concerns Program Coordinator, Diversity Program Administration, Federal Labor Relations Directives Point of Contact (moved from Information Management) and SCMS.	19	0	10	9	0	2	Includes Directives Point of Contact and SCMS moved from Information Management.
Contractor Human Resources , which includes: Davis Bacon, Labor Relations, Compensation, Pension and Benefits Administration, Workplace Substance Abuse, Worker Transition Administration, Contractor Employee Protection Program, Diversity.	5	0	4	1	0	1	

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Procurement and Contract Management , which includes: Contracting Officer, Contracting Officer Representative, Acquisition Career Development Program, Warrant Program, Contract/Procurement Specialists, WFO/CRADAs/Tech Transfer, Small Business Program Administration, Procurement e-commerce, PADS database management, Contract Negotiations, Financial Assistance Management, Performance Management/Assessment.	33	0	10	23	1	2	
Personal Property Management , which includes planning, developing, and executing guidelines and procedures, including utilization, maintenance, storage, administrative and physical controls; disposition of materials, supplies, and equipment, and monitoring and appraising contractor performance.	5	0	4	1	0	0	
Reservation and Infrastructure Management , which includes utilities, maintenance, and Certified Realty Official Services. 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; provides facility and space management, maintenance, repair, renovation or construction activities at managed facilities, construction and/or maintenance of 105 miles of roads, assures custodial, pest control, and recycle services are available, provides for landscaping and grounds maintenance; maintains physical security systems including alarms, keyless access system, security locks, safes, and lock and key programs; provides for fleet management; assures availability of office equipment, furniture, and supplies; manages radio network and reservations-wide telecommunications, manages COMSEC and TEMPEST programs; and assures an In-House Energy Management Program to meet Department goals for reduction in energy consumption.	15	0	4	11	0	3	Includes Real Property moved from Personal Property Management.
Finance and Accounting , which includes: Functions of CFO-designated Field CFOs (Accounting, Payroll Liaison, Receivables/collections Management (including Wage Garnishment), Travel Charge Card Program Coordinator, Travel Management).	35	0	8	27	0	0	

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DOE Payment Services Center of Excellence	0	17	-	-	-	0	
Budget and Resource Management , which includes: Functions requiring Allotment Authority: Work Authorization Approvals, Funds Control and Distribution, Budget Development and Execution.	11	0	5	6	2	0	
Program and Technical Support , which includes: LDRD, Project Management Support, Strategic/Institutional Planning, Infrastructure Planning/Implementation, Waste Management.	5	0	4	1	4	0	
Centrifuge Management	0	0	0	0	2	0	
Lease Management	0	0	0	0	15	2	
Environmental Management , which includes Decontamination and Decommissioning, Program Management, Transportation Management, and Centers of Excellence for Metals Recycling and Electronics Recycling.	1	0	1	0	66	0	
Public Affairs, Information and Intergovernmental Relations , which includes: Stakeholder and Media support.	5	0	3	2	0	1	
Environment, Safety and Health , which includes: ES&H Reporting, Accident Investigations, Operational Readiness Reviews, Safety and Health SMEs, (Accelerator Safety, Authorization Basis Reviewers, Aviation Safety, Biological Etiologic Agents, Construction Safety, Criticality Safety, Health Physics, Industrial Safety/Industrial Hygiene, Occupational Medicine, Nuclear Facility Safety/ Fac Reps., Fire Safety, Human Subjects Research, FEOSH Program, Transportation Safety), Technical Standards Manager, Environment, (NEPA, Permits, Environmental Management), Quality Assurance, Price-Anderson Amendments Act.	39	0	28	11	1	5	The ISC receives ES&H support from other programs on an as needed basis. During FY06, 5 FTE's from other programs provided supplemental ISC support.

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Project Management , which includes: Project Directors, PM Development and Training, Independent Project Reviews.	0	0	0	0	5	0	ORO has 5 Federal Project Directors in the EM and NE programs and 5 in the Office of Assistant Manager for Science.
Information Management , which includes: Freedom of Information Act Officer/Program Administration, Privacy Act Officer/Program Administration, Records Management, Printing & Publishing, Technical Information Officer, Forms Management, Software Quality Assurance, Computer Systems Management.	5	0	3	2	0	4	
Legal-General , which includes: Reviews of Confidential Disclosure Reports, Federal Tort Claim Determination Authority, Oversight of DOE/Contractor Outside Legal Services, Ethics Officer, Contingent Liability Reporting, Allowability of Relocation Expenses, Loss or Damage to Personal Property Claims, Environmental Legal.	7	0	3	4	1	0	
Legal - Intellectual Property	3	0	2	1	0	1	
Safeguards and Security , which includes: Cyber-security, Classification, Personnel Security/Clearance Processing, Nuclear Material Accountability, Information Security, Protective Force Program, Emergency Management, Physical Protection, Periodic Safeguards and Security Inspection.	27	0	18	9	4	23	Includes Emergency Management moved from Environment, Safety, and Health.
Federal Administrative Support , which includes: Federal Office Management functions such as time and attendance reporting, making travel arrangements, calendar management, preparation of correspondence and reports, and tracking suspense items.	31	0	15	16	7	0	An estimated 50% of Office Managers not involved in a Center of Excellence or supporting other DOE programs at ORO provide support to ISC initiatives.

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Management Officials and Other Advisors , which includes: Manager, Deputy Manager, Chief Operations Officer, and Management/Program Analysts assigned to the Office of the Manager.	3	0	1	2	0	1	
TOTALS	249	17	123	126	108	45 People \$3,280,000	

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Appendix C Organizational Metrics

The Organizational Metrics examined in this appendix have been collected from ORO organizations and display an aggregate view of the integrated functions and inventory provided by the SC ISC at ORO. All metrics are based on an average annual basis, unless otherwise noted.

Human Capital Management		
Metric	#	Comment
DOE employees serviced	515	
CHRIS Workflow HR personnel actions processed	1,356	
Award nominations and SF-50s processed	223	
Merit promotion announcements	56	
Training courses	491	
Application packages reviewed	707	
Selection certificates referred	69	
Offers extended	23	
New disciplinary actions	1	
Security clearance requests submitted	22	
Workers' compensation cases opened	3	
Position descriptions reviewed and/or classified	64	
Retirement estimates and counseling activities	182	
Collective bargaining agreement administered to OSTI Federal Employees	28	
Collective bargaining agreement administered to ORO Federal Employees	234	
EAP counseling	27	
EEO complaints	36	Includes formal and informal from contractors and Federal staff
EEO investigations	14	
Mediations/ADR actions/informal resolutions	8	
Employee concerns filed	52	Contractor staff only
Whistleblower complaints	3	Contractor staff only
Independent diversity assessments	4	
Minority outreach and community initiatives	26	
Technical Qualification Program (TQP) packages developed/reviewed/audited	35	
Support hours to training/qualification oversight assessments	390	
Training requests processed	3,863	
Support hours to Facility Representative Qualification Program	463	
SCMS - Tasks, ranging from systems development to product/site improvement, were tracked to completion	250	
SCMS - Document revisions went through review and comment	11	
SCMS - Comments submitted regarding SCMS	346	By 49 SC Managers & Staff
SCMS - Help Desk tickets were opened and resolved	35	
SCMS - Requirements were processed for ownership through the RM Matrix process	1,150	
SCMS - New Management System Descriptions	18	5 edited, 2 published
SCMS - SC guidance documents published	4	
SCMS - Program description published	1	
SCMS - Subject areas went through technical editing	14	
SCMS - Documents developed for training and instruction purposes	100	

Human Capital Management (continued)		
Metric	#	Comment
Directive appendices administered	5	
Work smart standards administered and configured into operating contracts	25	
Directives processed, coordinated, and distributed	70	
Technical standards processed, coordinated, and distributed	40	
Directive compliance implementation plans impacted	55	Impacting 5 contractors
Directives managed and analyzed in comment stages	75	
Technical standards managed and analyzed in comment stages	42	
Justification memorandums managed and analyzed in comment stages	10	
Review and approval processes for directives edited, analyzed, and coordinated	130	
CRD's processed	504	For 5 contracts
HQ Secretarial Delegations of Authority (SDOAs) reviewed, categorized, and tracked	356	
ORO delegation and associated documents reviewed, categorized, and tracked	167	
MOAs and/or MOUs and associated documents reviewed, categorized, and tracked	411	
Authorization Agreements (AAs) reviewed, categorized, and tracked	39	
HQ teams served by Directives Management Group	3	
RevCom Beta Tests and assistance performed by DMG	56	
ORO Technical Standards teleconferences	12	
ORO Directives Point of Contact teleconferences	6	
Proposal packages prepared for HQ on directives processes and activities	5	

Contractor Human Resources		
Metric	#	Comment
Site Offices/M&O Contracts supported	6	
SC contracts supported (Other)	5	
SEBs supported	10	
Davis Bacon advisories processed	140	
Contractor HR actions reviewed	310	
HQ data calls responded to	45	
Staff days dedicated to policy issues interpreted and transmitted to Site Offices, HQ, SC, etc.	70	560 hours
Staff days dedicated to SC re-engineering	30	240 hours
Request For Proposals for which language provided	12	
Advance understandings negotiated	6	
Contractor HR Actions Reviewed	310	
Contracts Supported	16	4 M&O; 12 Cost Type
Union Agreements Overseen	17	
Contractor Workforce Restructuring Actions	179	
Career Center Users	301	

Procurement and Contracts Management

Metric	#	Comment
Contract Actions Processed	591	\$3.4B Obligations
Source Evaluation Boards	9	
Small and Small Disadvantaged Business contracts awarded	\$75.5M	
Non-Retired contracts	244	\$58.5B Obligations
Non-Retired Interagency Agreements	47	\$30.8M Obligations
Non-Retired Financial Assistance Grants	68	\$233M Obligations
Non-Retired Purchase Orders	108	\$5.7M Obligations
Procurement requests processed	466	
New Awards – All Types	119	
New Awards – Contracts	30	
New Awards – Purchase Orders	70	
New Awards – Other	9	
New Awards – Financial Assistance	2	
New Awards – Interagency Agreements	8	
Small Business Contracts	124	
Total Dollars Obligated	\$3.4B	
Dollars Obligated (M&O Only)	\$2.9B	
Dollars Obligated – Small Business	\$40M	
Non-EC Web Purchase Orders	302	
Invoices Approved	4,171	
Dollars paid by invoice	\$378M	
Performance Evaluations completed	55	
WFO – Federal/Non-Federal Funds (ORISE/ORNL)	\$366M	
WFO Transactions	2,000	
Contacts Closed out	26	
Prime Contractor Awards to Small Businesses	\$363M	
Contracting Officers Representatives	90	
Sustained Protests	0	
Subcontract Awards Reviewed	20	
Advance Notifications	59	
Foreign Purchase Determinations	24	
Inter-Entity Work Orders	52	
WFO Proposals	604	
Domestic Loans	30	
Foreign Loans	6	
SC Site Offices Supported	4	
Other Sites Supported	9	
M&O Contracts Supported	3	
Other Major Contracts	8	
STRIPES Participants	7	
Customer Satisfaction – Timeliness	96%	
Customer Satisfaction – Quality	92%	
Percentage of Continuous Learning Requirements Met	100%	
Supplier Satisfaction	97%	
Socio-economic Goal Achievement	100%	

Personal Property Management

Metric	#	Comment
CROET Transfers	6	
Transfers of surplus electronics equipment	260	
Transfer of equipment to HDER Program	65	

Reservation Management

Metric	#	Comment
Facilities maintained under direct ORO responsibility	35	
Square footage of facilities and space managed	365,000+	
Acres on Oak Ridge Reservation	33,000+	24,000 not co-located with contractor workforce
Vehicles in Fleet Management Inventory	1,066	
Telephone Switches and Services Maintained	18,000+	Lines
Contracts for Primary Utilities	\$479M	
Accounts Managed for Utility Services	32	
Shipments	24,000+	Zero accidents
Transportation Miles involving hazardous and non-hazardous materials	1.6M	
Physical Security Systems – Cameras Maintained	31	
Physical Security Systems – Keys Maintained	234	
Physical Security Systems – Gates Maintained	90	
Physical Security Systems – Roads for Protection of Wildland Fire Grids	90.7	Miles
Physical Security Systems – Roads Maintained	105	Miles
Physical Security Systems – Alarm Points	1,298	
Physical Security Systems – Keyless Access Pads Maintained	70	
Physical Security Systems – Keyless Access Pad User Accounts	2,344	
Physical Security Systems – Rights of Way Maintained	261	Acres
Cell phones and pagers maintained	940	
Classified Information Distributive Networks Maintained	22	12 sites
EEOICPA Claims requiring records support	25,000	
Hard copy records maintained, preserved, and retrievable	250,000	Cubic Feet, DOE-wide responsibility
IT Services Users	1,000+	
Real Estate Transfers	6	
Acres of Easement Managed	6,500	
Acres of Greenway Managed for Public Use	30	
Cemeteries Maintained	31	
Buildings Maintained on Historic Preservation Rolls	7	
Established the Innovation Valley Science and Technology Park co-located to ORNL	8.26	Acres
Real Estate and Reservation Use Memoranda of Agreement Managed	23	

Finance and Accounting (Separate from DOE Payment Services Center of Excellence)

Metric	#	Comment
Costing entries	8,400	
Obligation entries	1,200	
Payroll – Employees Serviced	565	
Payroll – Inquires	1,200	5 per day average
Travel Authorizations	960	
IPAC files processed	24	
IPACs researched for HQ	60	
Financial Reviews/Audits conducted	15	
Purchase Order module reconciliation	12	
Special Reports Issued	8	
Edits Cleared	1,200	
Supplier Cleanup (stopped when financial system issues surfaced, expected significant workload in future with STRIPES)	10,000	
Integrated Contractor Reconciliations	60	
2108 Certifications	4	
Financial Statement Reporting (June/Sept/Oct)	700	Hours
Investments for Decontamination and Decommissioning Fund	\$1.2B	
Coordinated New Audits	40	
Findings Coordinated	31	
Provided pricing services to SEB	7	
Cost and price analysis on Request for Equitable Adjustments	9	
Contract Closeouts	20	
Indirect Cost Negotiations	2	
Other Pricing Activity – Preawards	11	
M&O internal audit reports analyzed and distributed	20	
DCAA Audit Reports analyzed and distributed	4	
Independent Reviews of contactors and ORO activities	8	

DOE Payment Services Center of Excellence

Metric	#	Comment
Prompt Payment Rate	97%	Compared to 95% performance standard in A-76 Financial Services Contract
Payments Made	103,217	
1099s Issued	8,490	
Offices Serviced	18	
Payment Inquiries	6,000	
Month end Reconciliations	36	
DOE-wide Payment Edits	180	

Budget and Resource Management

Metric	#	Comment
Percentage of DOE's total funding used to maintain and operate Field Budget System	45%	
Conference Management Documents processed	500	
Entries into STARS	200,000	
Procurement Requests Funds Certified	700	
WFO transactions processed	125,000	
BEARS transactions	200,000	
Total Annual Funding Allotment	\$2B	
Contractor Financial Plans Issued	150	
Work Authorization Documents Processed	1,500	
Managed HQ-approved Funding Plans	300	
Control Points for Funding Maintenance	1,000	
Cost Centers Maintained	2,500	
Major Contractors Receiving Budget Analysis and Oversight Services	7	
Overall DOE Budget sent to ORO	12%	

Public Affairs, Information, and Intergovernmental Relations

Metric	#	Comment
Site Offices/M&O Contracts supported	3	
SEBs supported	5	
Press releases/communications products developed/coordinated	404	
News media/elected official/stakeholder interactions	4,258	
Communications/outreach plans/programs developed	18	
Outreach events/public meetings/briefings conducted/coordinated	109	
M&O contractor performance management/oversight activities supported	5	
Management communications products drafted/supported	196	
Staff days dedicated to SC re-engineering	12	
VIP Visits	47	

Environment, Safety and Health

Metric	#	Comment
Site Offices/M&O Contracts supported	30	
Other SC contracts supported	24	
SEBs supported	11	
Staff days for ES&H assessments (e.g., Fire Protection Program, QA Programs, Laser Safety, Materials Handling, ISMS Effectiveness reviews, etc.)	2,905	23,240 Hours
CXs, EAs, and EISs reviewed, developed, and/or served as document manager	24	
Staff days supporting ARRs or ORRs	355	
Major ES&H Documents Generated (e.g., SC-CH FRAM, SC-CH ISMS Description, SC-CH FEOSH Plan, etc.)	92	
Major ESH Documents reviewed (e.g., DSAs, 10 CFR 851 Plans, QA Plans, ISM System Descriptions, ORPS, etc.)	476	
Permit preparations performed/assisted	48	
Staff days supporting ESH committees, councils, work groups, WSS teams, 10 CFR 851	538	4,304 Hours
Staff days supporting Worker Compensation (EEOICPA)	60	480 Hours
Staff days performing ESH Program Coordination	750	6,000 Hours
Staff days preparing/reviewing ESH documents, regulations, providing ESH training	1,858	14,864 Hours
Staff days by ESH devoted to SC Reengineering	101	808 Hours, ~.6 FTE

Information Management

Metric	#	Comment
EEOICPA – Total Requests received from DOL	4,506	
EEOICPA – Total Requests received from DOL that were sent to sites	9,169	
Systems Applications Supported	46	
User Accounts	1,300	
Life Cycle Replacements	900+	Desktops, printers, monitors, scanners, Blackberry devices, servers, internal components, etc.
Help Desk Tickets	10,000	
Electronic Items (Sensitive) Inventory	2,800	
Audits/assessments conducted on IT	6	3 Internal
Budget (contractor)	\$2.4M	
Budget (equipment, leases, software, cyber security, etc.)	\$2.22M	
Request for support from HQs on policy, directives, security issues, etc.	60+	
SEBs Supported	10	
CIO request for information	10	Schedules 300 and 53; FISMA reporting, etc.
Radio Frequency Licenses	500	
FOIA requests	1,014	Searches Conducted by 15 sites
User Base	1,000	
Science Sites Supported by Records Management Program	12	
EEOICPA Claims Supported by Records Program	25,000	
Cubic Feet of Hard Copy Records	250,000	DOE-Complex wide

Legal – General

Metric	#	Comment
Site Offices supported	6	ORO, PNSO, PPPO, OSTI, SSO, TJSO
M&O/M&I Contracts	3	UT-B, BMI, BJC
Other Major Contracts and Subcontracts	7	
Contracts, financial assistance, and other agreements supported/reviewed	75	
SEBs supported	11	
M&O/M&I contract actions including leases, contract extensions, alternative financing and independent reviews	90	
Administrative proceedings and Federal Court actions	24	
FOIA and Privacy Act requests	1,014	
FOIA and Privacy Act searches conducted by sites/contractors	15	
U.S. Office of Government Ethics (OGE) 450 reviews	275	
Ethics Opinions	100	Oral and Written
Legal opinions issued	900	Included formal (and written) opinions, and those rendered orally
Staff days dedicated to SC re-engineering	45	
Contractor litigation cases overseen and/or tracked	530	
Agreements with Regulators	10	
Personnel Security Hearings	43	
Special Support for NEPA and Cultural Resource Reviews and Health and Safety Accident Investigations	10	

Legal – Intellectual Property

Metric	#	Comment
Site Offices supported	8	
M&O/M&I Contracts	6	
Other Major Contracts	9	
IP Contractual Agreement Reviews	8	
Inventions disposed	214	
Invention disclosures	580	
Patent applications and amendments filed	9	
Waiver Statements of Consideration submitted to HQ	3	
Confirmatory Licenses Submitted to the USPTO	214	
Staff days dedicated to SC re-engineering	10	
Grants to inventors for patent rights	5	
Copyright requests granted	30	
CRADAs reviewed	33	
WFO agreements reviewed for patent waivers	68	
Subcontract closeouts/patent clearances	200	

Safeguards & Security and Emergency Management

Metric	#	Comment
Site Offices/M&O Contracts supported	6	
SEBs supported	3	Cyber Network Manager and Security Advisor Support all SEBs
Staff days performing cyber security support, including reviews	90	
FOIC Approvals	46	
Staff days conducting Safeguards and Security reviews/assessments	750	6,000 Hours
Staff days providing assistance visits including cyber security	250	2,000 Hours
Staff days for RAP deployments	76	608 Hours
Staff days dedicated to SC re-engineering	45	
Active Security Clearances	10,300	
Clearance Actions Processed	9,600	
Emergency Management Exercises	27	
Documents Reviewed to Avoid Unauthorized Release of Classified Information	100,000	
Level of MC&A Interests Managed – Category I	1	
Level of MC&A Interests Managed – Category III	3	
Level of MC&A Interests Managed – Category IV	10	
Large Scale Reviews/Oversight Activities	30	Reviews performed for ORO, BJC, UT-B, NRC, PPPO, USEC, ORAU, and Wackenhut

Federal Administrative Support

Metric	#	Comment
Ratio of clerical staff to serviced staff (e.g., one clerical for every 10 staff)	1:10	