U.S. Department of Energy
Office of Inspector General
Office of Audit Services

Special Report

Management Challenges at the Department of Energy

DOE/IG-0808 December 2008

Department of Energy

Washington, DC 20585

December 23, 2008

MEMORANDUM FOR THE SECRETARY

FROM: Gregory H. Friedman
Inspector General

SUBJECT: INFORMATION: Special Report on "Management Challenges at the Department of Energy"

BACKGROUND

As required by the Reports Consolidation Act of 2000, the Office of Inspector General regularly identifies what it considers to be the Department of Energy's most significant management challenges. This effort highlights the agency's most demanding issue areas as well as those that represent key impediments to the fulfillment of the Department's critical functions. Our conclusions are based on the results of current Office of Inspector General reviews, consideration of emerging issues affecting Department operations and an assessment of the Department's progress in addressing previously identified challenges. Consistent with our mission, the overall goal is to focus attention on significant issues with the objective of enhancing the effectiveness of agency programs and operations.

RESULTS

From our perspective, the following mission areas and programmatic support activities represent the most serious challenges facing the Department of Energy for Fiscal Year 2009:

- Contract Administration
- Cyber Security
- Energy Supply
- Environmental Cleanup
- Safeguards and Security
- Stockpile Stewardship

Many of the Department's complex and varied missions carry with them inherent risks. The enumerated management challenges fall into this category. Thus, it is important to note that these challenges are not amenable to immediate resolution and must, therefore, be addressed through a concentrated, persistent effort over time. Many of these challenges have been areas of concern for a number of years. In some cases, it would be unrealistic to expect an effective remedy in the near term. This may be less of a reflection on the Department's efforts and more an indication of the nature of the challenge. For example, the challenge area of Environmental Cleanup represents an unparalled logistical and technological effort on the part of the

Department to remediate the legacy of waste generated by the Manhattan Project and subsequent activities. While the Department has, in recent years, made significant progress in this and other challenge areas, substantial obstacles remain. Most importantly, if not addressed through continual improvement, these challenges may affect the Department's ability to carry out its program responsibilities and ensure the integrity of its operations.

The attached report also includes a "watch list" of three issues that warrant continued attention by Department managers. Specifically, we have concluded that the Department's efforts to better manage human capital, modernize its infrastructure and improve worker and community safety require intense management attention now and in the future.

During the last year, the Department has taken a number of positive actions to strengthen its management processes and operational efficiencies in a number of challenge areas. For example, the Department issued a Corrective Action Plan during the last year, which provides a means for improving its performance in the areas of contract and project management. In addition, the Department achieved a significant milestone in submitting a license application to the Nuclear Regulatory Commission seeking authorization to proceed with the Yucca Mountain project. Further, the Department implemented a number of key initiatives in areas of cyber security and worker and community safety, which can only aid in the Department's overall efforts to protect vital information and systems as well as efforts to protect the health and safety of its employees.

Notwithstanding these efforts, the Office of Inspector General continues to identify significant operational deficiencies as well as opportunities for improvement and cost savings. The Department is cognizant of the need to improve the efficiency and effectiveness of its operations and has outlined a series of management focus areas in its Fiscal Year 2008 Agency Financial Report, which closely parallel the challenges described in the attached report.

We look forward to working closely with Department officials to evaluate agency performance in an effort to improve programs and operations, particularly as they relate to the management challenge areas identified in this report.

Attachment

cc: Acting Deputy Secretary
Under Secretary for Energy
Under Secretary for Science
Administrator, National Nuclear Security Administration
Chief of Staff
Chief Financial Officer

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Introduction

With an annual appropriation of approximately $24 billion, the Department of Energy (Department) is a multi-faceted agency that encompasses a broad range of national security, scientific, and environmental activities. Since the passage of the *Department of Energy Organization Act* in 1977, the Department has shifted its emphasis and priorities over time as the energy and security needs of the Nation have changed. In recent years, the Department has refocused its efforts in areas such as energy efficiency and conservation, environmental cleanup, nuclear nonproliferation, and weapons stewardship. In order to accomplish its mission, the Department employs approximately 110,000 Federal and contractor personnel and manages assets valued at more than $134 billion, including a complex of national laboratories.

On an annual basis, the Office of Inspector General identifies what it considers to be the most significant management challenges facing the Department. This initiative is an important component of our effort to assess the Department's progress in addressing previously identified challenges, and it serves to highlight emerging issues facing the agency. The management challenge process also assists the Office of Inspector General in setting priorities for its reviews of Department programs and operations. This year, we identified six management challenges:

- Contract Administration
- Cyber Security
- Energy Supply
- Environmental Cleanup
- Safeguards and Security
- Stockpile Stewardship

Representing risks inherent to the Department's operations as well as those related to its management function, these challenges are, for the most part, not amenable to immediate resolution and must, therefore, be addressed through a concentrated, persistent effort over time. In addition to the management challenges, we also developed a "watch list," which consists of issues that do not meet the threshold of being classified as management challenges, yet warrant continued attention by the Department. This year, the watch list includes Human Capital Management, Infrastructure Modernization, and Worker and Community Safety.

For a number of years, the Office of Inspector General's management challenge list included both "contract management" and "project management" as separate challenge areas. The Department has undertaken a significant effort to address long-standing problems with its management of projects. In recognition of these efforts, we have eliminated project management as a stand-alone challenge. We take this action, recognizing that in an agency such as the Department of Energy, which is heavily contractor-dependent, there remains a direct link between success in administrating its thousands of contract instruments and effective project

management. Although the Department's new project management initiatives are as yet untested, our analysis suggests that its remediation plan has the potential to resolve many of the problems we have identified in the past.

Although many of these challenges will require long-term efforts, by aggressively addressing these issues, the Department can enhance program efficiency and effectiveness; reduce operational deficiencies; decrease fraud, waste, and abuse; and achieve substantial monetary savings.

Management Challenges

Contract Administration

To accomplish its mission, the Department places significant reliance on contractors, employing nearly 100,000 contractor employees, and numerous subcontractor employees. Contracts are awarded to industrial companies, academic institutions, and non-profit organizations that operate a broad range of Department facilities. In fact, a substantial portion of the Department's operations are carried out through contracts.

During Fiscal Year (FY) 2008, the Office of Inspector General conducted a number of reviews, which highlighted the need for improved management of Department contracts. For example, we examined issues such as contract transition activities at the Nevada Test Site, excess charges at the Los Alamos National Laboratory (Los Alamos), and changes to the Idaho Cleanup Project contract baseline. These reviews and other work performed by the Office of Inspector General underscore the challenge the agency has in administering major projects and the need for effective contract management.

To its credit, the Department, in coordination with the Office of Management, issued a *Root Cause Analysis* in April 2008, followed by a *Corrective Action Plan* in July 2008, as a means of improving its performance in the areas of contract and project management. The stated purpose of these documents was to provide a "roadmap to mitigate or eliminate the obstacles that have significantly impeded the Department's ability to complete projects on cost and schedule." The *Corrective Action Plan* identified the 10 most significant issues and their underlying root causes, which contribute to contract and project weaknesses. Successful implementation of the plan should help address historic project and contract management issues.

In addition to the *Corrective Action Plan*, the Department has developed other strategies to improve deficiencies in the area of Contract Administration. However, given the number of contracts handled by the Department and the complexity and importance of the Department's numerous multi-million dollar projects, combined with the continuing concerns found during our reviews, we believe that the area of Contract Administration remains a significant management challenge.

Cyber Security

Given the importance and sensitivity of the Department's activities, along with the vast array of data that is produced, cyber security has become a crucial aspect of the Department's overall security posture. In 2005, the Department established a Cyber Security Improvement Initiative, the goal of which was to identify improvements in cyber security controls throughout the complex. However, in recent years, threats to the Government's information systems

infrastructure have actually become more frequent and more sophisticated, highlighting the Department's vulnerabilities in this arena.

Although the Department spent approximately $250 million during FY 2008 to implement cyber security measures, security challenges and threats to the Department's information systems continue and are evolving. Adversaries routinely attempt to compromise the information technology assets of the Department. As such, it is critical that cyber security protective measures keep pace with the growing threat.

In 2008, as required by the Federal Information Security Management Act (FISMA), the Office of Inspector General conducted a review to determine whether the Department's unclassified cyber security program adequately protects data and information systems. While we concluded that the Department continued to make incremental improvements in its unclassified cyber security program, our evaluation determined that additional action was required to further enhance the agency's overall cyber security program and help reduce risks to both its systems and data. For example, our review identified opportunities for improvements in areas such as certification and accreditation of systems, contingency planning, systems inventory, and segregation of duties.

Other cyber security reviews conducted by the Office of Inspector General addressed the certification and accreditation of national security systems and the management of publicly accessible websites. We also completed a FISMA review of cyber operations at the Federal Energy Regulatory Commission that identified a number of areas for improvement. In total, each of these reviews highlighted the risks associated with protecting the Department's computer systems and personally identifiable information. As a result of these risks and in light of recent events involving intrusions to the Department's systems, we have identified Cyber Security as a significant management challenge.

Energy Supply

Recent spikes in the cost of energy have underscored fundamental concerns related to the availability of energy supplies in this country. This issue has had a dramatic impact on energy consumers and the U.S. economy, with implications for our national security. While the Department's authorities in this area are indirect, there is an expectation that the Department will play a leadership role in ensuring that the Nation's energy needs are met through the development, implementation, and execution of sound energy policy. Providing the leadership to ensure reliable, affordable, and environmentally sound energy supply represents a significant management challenge for the Department.

Provisions of the *Energy Policy Act of 2005* (Act) have provided the Department with the opportunity to aggressively implement key energy programs and initiatives, while leading the effort to increase our national investment in alternative fuels and clean energy technologies. An important and far-reaching provision of the Act authorized the Department to provide loan guarantees for projects that "avoid, reduce, or sequester air pollutants or anthropogenic emissions of greenhouse gases and employ new or significantly improved energy production technologies as compared to commercial technologies in service in the United States." The Department hopes

to finalize the approval process for projects under its Loan Guarantee Program in the coming months. If effective, the Department's Loan Guarantee Program as well as other Department initiatives could provide vital assistance in ensuring that the next generation of American energy technologies are developed successfully and cost efficiently.

Nonetheless, the energy issues facing the world today will not be resolved overnight. Addressing these issues will require both short-term and long-term solutions. For example, the Department is tasked with helping to modernize our national energy infrastructure; expand the Strategic Petroleum Reserve; invest in clean energy technologies such as hydropower, wind, solar, and cellulosic biomass; and promote conservation in our homes and businesses. Given the importance of stabilizing the Nation's energy supply and the challenges that this monumental task requires, we have categorized Energy Supply as a significant management challenge facing the Department.

Environmental Cleanup

Since its establishment, the Department has had an important environmental mission. With the end of the Cold War, this mission took on even greater importance as the agency began to dispose of large volumes of solid and liquid radioactive waste, resulting from more than 50 years of nuclear defense and energy research work. Currently, there is more than 1.5 million cubic meters of solid radioactive waste and 88 million gallons of radioactive liquid waste that require disposal. The disposal and clean-up costs associated with these efforts are projected to be in the hundreds of billions of dollars.

Due to the risks and hazards associated with this difficult and costly task, we conducted a series of reviews during FY 2008 to assess the Department's activities in fulfilling its mission with regard to environmental cleanup. For example, as early as 1943, Los Alamos began disposing of its hazardous waste in pits, trenches, shafts, and landfills. In March 2005, Los Alamos, the New Mexico Environment Department, and the Department signed a Consent Order to address the potential release of contamination from this waste. However, an April 2008 audit disclosed that, absent a dramatic change in approach, it is unlikely that the Department will complete certain long-term remediation activities at Los Alamos in accord with applicable requirements. The Department has experienced delays in removing waste from various facilities, making it unlikely that remediation milestones established in the Consent Order will be met. Our finding at Los Alamos is consistent with a broader observation made recently by Department management that the agency would not meet some milestones and obligations contained in environmental agreements that have been negotiated over many years.

The Los Alamos cleanup effort highlights just one example of the monumental task that the Department faces to ensure that contaminated materials and radioactive waste are disposed of in a safe, timely, and cost-effective manner. Overseeing the largest cleanup effort in the world, the Department has made significant progress at several locations. However, the Department continues to experience delays and cost overruns associated with programs at various sites. As has been the case in previous years, Environmental Cleanup remains a management challenge that warrants significant attention on the part of Departmental management.

Safeguards and Security

With the advancement of the Manhattan Project and the race to develop the atomic bomb during World War II, the origins of the Department are inextricably linked to national security. While the Department has shifted its focus over its history as the needs of the Nation have changed, special emphasis on safeguards and security has remained a vital aspect of the Department's mission. The Department plays a vital role in the Nation's security by ensuring the safety of the country's nuclear weapons, advancing nuclear non-proliferation, and providing safe and efficient nuclear power plants for the United States Navy. In order to faithfully execute its mission, the Department employs numerous security personnel, protects various classified materials and other sensitive property, and develops policies designed to safeguard national security and other critical assets.

Over the past year, the Department has made strides in implementing safeguards and security measures to protect the agency's numerous employees and facilities. While this progress is positive, during FY 2008 we conducted several reviews that highlighted the need for continued improvement in this area. For example, we examined topics such as to compartmental information, security clearances, foreign visits, and the certification and accreditation of national security information systems. In each of these areas, we identified instances in which the Department needed to improve its policies, procedures, and/or operations relating to safeguards and security.

These examples as well as other work by the Office of Inspector General highlight the importance of Safeguards and Security and the necessity for continued focus and improvement by Department management on this crucial management challenge.

Stockpile Stewardship

The Department is responsible for the maintenance, certification, and reliability of the Nation's nuclear weapons stockpile. In order to ensure that our nuclear weapons continue to serve their essential deterrence role, the Department conducts stockpile surveillance and engineering analyses, refurbishes selected nuclear systems, and sustains the ability to restore the manufacturing infrastructure for the production of replacement weapons.

Given the importance and complexity of the Department's role in ensuring the vitality of the U.S. nuclear stockpile, we have classified Stockpile Stewardship as a significant management challenge. In recent years, the Office of Inspector General has conducted a number of reviews to examine the Department's activities and management strategies in this arena. For example, a July 2008 review examined the nuclear weapon's safety programs at the Sandia National Laboratory (Sandia). Although ultimate responsibilities for nuclear weapons safety rests with Federal managers, Sandia, a contractor-operated entity, produces independent safety assessments that identify potential safety issues. We found that Sandia had not resolved internal disagreements about the need to address identified nuclear weapon safety issues or made the Department aware of those disagreements.

In another review, we identified issues relating to the Department's heavy water inventory, which is used in support of the stockpile stewardship program. Based on our analysis, the Department's heavy water inventory is adequate to meet near-term requirements, but absent new sources of material, the inventory is likely to be fully depleted by 2019. Further, the Department has yet to establish a path forward to secure new sources of heavy water. If the Department does not take timely action to secure new sources of material, it is a risk of not being able to fulfill its future national security missions, including current and future weapons life extension programs.

In addition, as noted in other Office of Inspector General reviews, the Department needs to make improvements in its life extension and surveillance programs. Also, existing practices related to the cost and scheduling of stockpile stewardship activities needs to be closely monitored. While we recognize that the Department has taken action in recent years to further enhance the safety and reliability of the Nation's nuclear weapons stockpile, additional action is necessary to sustain a viable nuclear weapon stockpile.

Watch List

The watch list consists of management issues that do not meet the threshold of major management challenges, yet warrant continued attention by senior Department managers. Watch list issues may include management challenges identified in previous years for which the Department has implemented corrective actions or has achieved significant positive outcomes. In addition, the watch list may include emerging issues that require Department action. Last year, our watch list addressed two areas: Worker and Community Safety and Infrastructure Modernization. This year, Human Capital Management has been removed from the list of management challenges and placed on the watch list. As outlined below, despite being removed as a formal challenge area, Human Capital Management remains a function that must be closely monitored by the Department.

Human Capital Management

In the 2001 President's Management Agenda, the Office of Management and Budget recognized strategic management of human capital as one of the Government's "most glaring problems." The Agenda specifically outlined concerns that the Department's staff lacked adequate project and contract management skills required to oversee large projects. Subsequently, the Department undertook an effort to perform a critical skills gap analysis to review and evaluate specific critical skill needs.

Over the past year, the Department continued its efforts to strategically manage its workforce through newly implemented workforce planning techniques, increased emphasis on performance and accountability, and identifying critical hiring needs. During FY 2008, the Department expanded its Federal workforce from approximately 14,000 Federal employees to nearly 15,500 employees. In addition, efforts are underway to enhance overall recruitment and retention within the Department to combat attrition challenges.

Overall, the Department has taken positive steps to meet its human capital needs. As a result of these efforts, the area of Human Capital Management has been removed from the list of management challenges. However, the area of Human Capital Management continues to be an ongoing challenge that will require the attention of Department management in the years to come.

Infrastructure Modernization

With assets totaling nearly $135 billion, the Department manages an array of critical infrastructure, including national laboratories, power administrations, production and environmental cleanup facilities, and numerous operations and field offices. In many cases, the health and vitality of the Nation's science and technology depends on the availability and

physical condition of the Department's advanced research facilities. Given that numerous facilities, particularly scientific laboratories, were built decades ago, the modernization of the Department's infrastructure should be a central feature of the Agency's long-term planning in order to advance the national, energy, and economic security of the United States.

In recent years, the Department has taken a number of steps to modernize its existing infrastructure. Overall, construction of new facilities and upgrades to current facilities, integrated with the plans of the entire U.S. scientific community, will help sustain the flow of decisive scientific ideas, greater technological innovation, and other advances that are critical to the scientific and economic well-being of the Nation.

As many facilities continue to age, future efforts pertaining to the conception, design, maintenance, and operation of new and existing critical infrastructure are of vital importance to the Department as well as the Nation as a whole. Given the importance of the Department's mission in areas of energy innovation, environmental cleanup, and national security, the overall condition, functionality, and modernization of the Department's infrastructure remains an area that requires prolonged attention.

Worker and Community Safety

Given the numerous large-scale facilities and dangerous materials that make up the Department, ensuring the safety of employees and the general public is of vital importance. Safety incidents may potentially destabilize, delay, and disrupt the Department's critical activities, and have intangible costs such as a negative public perception of the Department. Due to the inherently critical nature of these issues, the need for continued vigilance and improvement is essential. As a result, we have retained the area of Worker and Community Safety on our watch list.

Although steps that the Department took to address worker and community safety issues prompted us to remove it from the management challenges list in FY 2003, our work continues to identify safety issues that require the attention of senior management. For example, recent reports in this area have focused on hazardous materials such as beryllium and lead, which present a health and safety risk to Department employees as well as the public. The Department has a long history of beryllium use due to the element's broad application to many nuclear weapon and reactor operations. Exposure to beryllium, however, can cause beryllium sensitization or Chronic Beryllium Disease, which is an often debilitating, and sometimes fatal, lung condition. As a result, in January 2000, the Department established a Chronic Beryllium Disease Prevention Program, in large part to reduce worker exposure to beryllium at Department facilities.

In addition to issues involving beryllium, the Department has also developed specific plans related to pandemic influenza. As required by the President's "National Strategy for Pandemic Influenza," the Department has developed an agency plan to protect personnel and maintain mission-essential functions. A December 2007 review found that while the Department and its various field elements had made progress on the implementation of such a plan, much remained to be done.

Over the past year, the Department took several steps to address previously identified as well as emerging safety issues throughout the complex. Given the inherent risks associated with the Department's many nuclear, scientific, and cleanup projects, the area of Worker and Community Safety is a continual process that requires continued attention and improvement.

Challenge Areas and Significant Issues Reported by Various Groups

OIG Management Challenge	GAO Challenge Area[1]	Significant Issues Identified by the Department[2]
Environmental Cleanup	Cleanup of Radioactive & Hazardous Waste	Environmental Cleanup
		Nuclear Waste Disposal
Safeguards and Security	Security Threats and Problems	Security
Stockpile Stewardship	Nuclear Weapons Stockpile	Stockpile Stewardship
Contract Administration	Contract Management	Contract and Project Administration
		Acquisition Process Management
Cyber Security		Cyber Security
Energy Supply	Leadership in Meeting Nation's Energy Needs	
OIG Watch List		
Infrastructure Modernization	Revitalize Infrastructure	
Worker and Community Safety		Safety and Health
Human Capital Management		Human Capital Management

[1]According to *Major Management Challenges and Program Risks,* Department of Energy (GAO-03-100, January 2003).

[2]The Department's self-identified "Leadership Challenges" according to *U.S. Department of Energy Agency Financial Report,* FY 2008 (November 2008).

Relevant Reports Issued in Fiscal Year 2008

Contract Administration

- Inspection Report on Work Order Estimate and Cost Issues for Site Support Services at Los Alamos National Laboratory (IG-0780, October 25, 2007).
- Audit Report on Contract Transition Activities at the Nevada Test Site (OAS-M-08-02, November 26, 2007).
- Special Report on Review of Alleged Conflicts of Interest Involving a Legal Services Contractor for the Yucca Mountain Project License Application (IG-0792, April 2, 2008).
- Audit Letter Report on The Department's Controls over Leased Space in the National Capital Area (OAS-L-08-09, April 17, 2008).
- Inspection Report on *Office of Science Laboratory Conferences* (IG-0794, May 22, 2008).
- Audit Letter Report on Bonneville Power Administration's Aviation Management Program (OAS-L-08-14, June 24, 2008).
- Audit Report on Management Controls over Small Business Opportunities at Oak Ridge National Laboratory (OAS-M-08-08, July 2, 2008).
- Audit Report on Management Controls over Monitoring and Closeout of Small Business Innovation Research Phase II Grants (OAS-M-08-09, July 14, 2008).

Cyber Security

- Audit Report on The Department's Cyber Security Incident Management Program (IG-0787, January 16, 2008).
- Audit Report on Management of the Department's Publicly Accessible Websites (IG-0789, March 13, 2008).
- Audit Report on Certification and Accreditation of the Department's National Security Information Systems (IG-0800, August 11, 2008).
- Evaluation Report on The Department's Unclassified Cyber Security Program – 2008 (IG-0801, September 16, 2008).
- Evaluation Report on The Federal Energy Regulatory Commission's Unclassified Cyber Security Program – 2008 (IG-0802, September 17, 2008).

Energy Supply

- Audit Report on Continuity of Operations at Bonneville Power Administration (IG-0781, November 6, 2008).
- Audit Report on *Department of Energy's Receipt of Royalty Oil* (IG-0786, January 4, 2008).

Environmental Cleanup

- Audit Report on Management Controls over Operations of the Integrated Disposal Facility at the Hanford Site (OAS-M-08-04, December 18, 2007).
- Audit Report on The Department's Progress in Meeting Los Alamos National Laboratory Consent Order Milestones (IG-0793, April 11, 2008).
- Audit Report on *Yucca Mountain Project Document Suspension* (OAS-M-09-07, April 28, 2008).
- Audit Report on Management Controls over Changes to the Idaho Cleanup Project Contract Baseline (OAS-M-08-10, July 30, 2008).

Safeguards and Security

- Inspection Report on The Consolidated Terrorism Watchlist Nomination Process at the Department of Energy (IG-0788, October 2, 2007).
- Inspection Report on Selected Aspects of the East Tennessee Technology Park's Security Clearance Retention Process (IG-0799, October 18, 2007).
- Audit Report on Management Controls over Implementation of the Homeland Defense Equipment Reuse Program (OAS-M-08-03, December 11, 2007).
- Inspection Report on Incident of Security Concern at the Y-12 National Security Complex (IG-0785, January 1, 2008).
- Audit Report on Management Controls over the Department of Energy's Uranium Leasing Program (OAS-M-08-05, January 23, 2008).
- Inspection Report on Unauthorized Weapon Discharge and Related Security Policies and Procedures at Sandia National Laboratory – New Mexico (INS-O-08-01, February 28, 2008).
- Inspection Report on Office of Intelligence and Counterintelligence Internal Controls over the Department of Energy's Sensitive Compartmented Information Access Program (IG-0790, March 21, 2008).
- Special Report on The Department's Unclassified Foreign Visits and Assignments Program (IG-0791, March 24, 2008).
- Audit Report on Management Controls over Defense Related High Risk Property (OAS-M-08-06), April 24, 2008).
- Inspection Report on Internal Controls over Sensitive Compartmented Information Access for Selected Filed Intelligence Elements (IG-0796, July 1, 2008).
- Audit Report on Implementation of Integrated Safety Management at Lawrence Livermore National Laboratory (IG-0797, July 2, 2008).
- Audit Report on Sandia National Laboratories Nuclear Weapons Safety Program (IG-0799, July 31, 2008).

Stockpile Stewardship

- Audit Report on Nuclear Weapons Programs Heavy Water Inventory (IG-0798, July 15, 2008).

Worker and Community Safety

- Audit Report on Beryllium Surface Contamination at the Y-12 National Security Complex (IG-0783, December 17, 2007).
- Inspection Report on The Department of Energy's Pandemic Influenza Planning (IG-0784, December 19, 2007).
- Audit Report on Nanoscale Materials Safety at the Department's Laboratories (IG-0788, February 28, 2008).
- Audit Report on Resolution of Personal Safety Issues at the Department of Energy (OAS-L-08-15, August 7, 2008).
- Inspection Report on Sandia National Laboratory – New Mexico Student Intern Safety Training (INS-L-08-06, September 5, 2008).

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