

**Headquarters “As Is”: Table
SC-80: Office of Laboratory Operations and Environment, Safety and Health
Draft: November 18, 2002**

#	<i>ROLES</i>	<i>RESPONSIBILITIES</i>	<i>AUTHORITIES</i>	<i>ACCOUNTABILITIES</i>
1	Develop SC-wide Policy/ Guidance on Operational Matters (Develop/Recommend Strategic Direction for Office)	<ul style="list-style-type: none"> • establish expectations consistent with DOE policies for SC-wide performance in construction management, integrated safety management (ISM), integrated safeguards & security management (ISSM), and infrastructure management • develop/promulgate SC regulatory compliance policy, objectives, standards, specifications, and performance measures which supplement DOE generic requirements in the areas of environmental protection, waste management, pollution prevention, facility and property safety, occupational safety and health protection, emergency preparedness, quality assurance, training of operating personnel, and incident reporting • formulate/revise facility specific environmental engineering standards and specifications, technical policies, criteria, and procedures as they pertain to the operation, management, and maintenance of SC facilities and programs • develop/maintain the Accelerator Safety Order and supplemental guidance • establish expectations for the SC Headquarters Federal Employees Occupational Safety and Health Program 	Director <u>DOE Orders:</u> Project Management, Infrastructure Management, ES&H, and Safeguards and Security SC FRAM	Director, Principal Deputy Director, Deputy Director for Operations
2	Acquire Funding for Office Programs (Formulate & Enact Budget)	<ul style="list-style-type: none"> • participate in the preparation, justification, and support of SC Program Offices’ construction budgets • ensure ES&H, security, and infrastructure needs are integrated with programmatic activities • recommend budget levels for ES&H, Security and Science Laboratories Infrastructure expenditures for all SC laboratories • review facility budgets to determine if sufficient financial resources are dedicated to meet pollution control and regulatory compliance goals and objectives 	Director	Director, Principal Deputy Director, Deputy Director for Operations
3	Execute Budget	<ul style="list-style-type: none"> • monitor SC-wide performance in operational areas [construction management, integrated safety management (ISM), integrated safeguards & security management (ISSM), infrastructure management] <u>Construction Management:</u> <ul style="list-style-type: none"> • direct/develop/implement policies, plans, and procedures for design, fabrication, construction, commissioning, operation and decommissioning of research/conventional facilities and devices required to support SC programmatic missions • direct the planning, review, evaluation and execution of SC facility 	Director DOE Project Management Order	Director, Principal Deputy Director, Deputy Director for Operations

#	ROLES	RESPONSIBILITIES	AUTHORITIES	ACCOUNTABILITIES
		<p>construction activities</p> <ul style="list-style-type: none"> • conduct independent technical, cost, schedule, and management peer reviews of ongoing SC construction projects/large experimental equipment to ensure that SC facilities are constructed on time, and within scope and schedule • ensure establishment of appropriate management arrangements for executing construction activities both within DOE and at all off-site locations • review large projects prior to requesting construction funds in the budget process to establish, technical, cost and schedule baselines, and prior to requesting authorization to start operations • monitor/evaluate the progress of all SC construction projects • serve as SC Secretariat for the Energy Systems Acquisition Advisory Board (ESAAB) and all SC change control actions; coordinate related activities within SC and with other DOE offices • prepare ESAAB program and project documentation/materials including Mission Need Documentation, Project Plans, Project Management Plans, Project Execution Plans, Construction Project Data Sheets, Project Budget Validation, Baseline Change Control, and Design and Construction Project Reporting • establish and implement procedures to prepare for the ESAAB and change control processes <p><u>Environment, Safety and Health:</u></p> <ul style="list-style-type: none"> • lead and/or participate in ES&H management appraisals of DOE Field organizations • lead functional appraisals of DOE Field organizations addressing environmental engineering/protection and regulatory compliance programs/activities at SC facilities • evaluate the effectiveness of Field organizations to correct, in a timely manner, management, environmental protection, and regulatory compliance weaknesses identified by appraisals • review/evaluate/negotiate/recommend approval of action plans prepared by SC contractors and their respective Field Offices in response to Technical Safety Appraisals and external oversight activities involving regulatory compliance, environmental protection, pollution prevention, waste minimization, & waste management; evaluate Field Office and contractor performance in accordance with approved action plans • monitor progress on commitments to correct problems identified by reviews, appraisals, and evaluations conducted by SC, the Office of Environment, Safety and Health (EH), the Office of Nuclear Energy (NE), and external oversight groups • review preliminary engineering specifications and design drawings for new SC facility construction, modification, and upgrades for environmental regulatory compliance; recommend modifications when necessary 	<p>DOE ES&H Orders</p>	

#	<i>ROLES</i>	<i>RESPONSIBILITIES</i>	<i>AUTHORITIES</i>	<i>ACCOUNTABILITIES</i>
		<ul style="list-style-type: none"> • investigate/review environmental incidents, spills, and notices of violation • serve as the SC Headquarters NEPA Compliance Officer • review/ensure timely completion of NEPA documents/decisions • coordinate the review and approval of NEPA documentation with SC programs and EH • track all NEPA commitments of SC organizations and contractors • formulate/recommend the priority ranking for SC-wide pollution control and abatement upgrade projects • prepare/coordinate the SC ESH&I Management Plan and Performance Indicator Reports • plan/develop/coordinate SC review and/or approval of safety documents & environmental documents, including implementation plans for DOE ES&H orders, Safety Analysis Reports, Pollution Prevention Plans, and nuclear safety rules and standards <p><u>Safeguards and Security:</u></p> <ul style="list-style-type: none"> • manage SC-wide safeguards and security program • perform SC Headquarters security officer functions, including personnel security, security awareness, classified matter protection and control, and security incident reporting • conduct required annual security briefings for SC HQ Federal and contractor staff • security clearances for feds _____ • manage SC foreign visits and assignments and J-1 visa waiver program for admittance to Forrestal and Germantown buildings • 	DOE 451.1A (NEPA)	
4	Steward National Science Infrastructure	<p><u>Science Laboratories Infrastructure (SLI) Program:</u></p> <ul style="list-style-type: none"> • develop long-range site and facility plans for SC laboratories • maintain project database for all ongoing and completed infrastructure projects • conduct periodic reviews to assess laboratory & Field Office performance • prepare laboratories infrastructure report required by the Energy Policy Act of 1992 • lead the SC Facilities Management Working Group • serve as program manager for occurrence reporting on assigned balance of plant responsibilities • serve as steward for assigned excess facilities at SC multi-program laboratories (e.g., Brookhaven Graphite Research Reactor) 	Director	Director, Principal Deputy Director, Deputy Director for Operations
5	Advocate & Represent Office/SC/DOE/U.S. (Perform Proactive Outreach to External	<ul style="list-style-type: none"> • represent SC on DOE-wide and government-wide committees/working groups which develop/review/modify policy, roles, responsibilities, and procedures for infrastructure/facilities management, ES&H, construction management, and safeguards and security • serve as liaison/primary POC on operational issues with other parts of DOE 	Director	Director/Deputy Director for Operations, Associate & Office Directors, Field Managers, Laboratory

#	<i>ROLES</i>	<i>RESPONSIBILITIES</i>	<i>AUTHORITIES</i>	<i>ACCOUNTABILITIES</i>
	Customers/Stakeholders)	<p>(including the Office of the Inspector General), other Federal agencies, Congress (including the General Accounting Office), the Office of Management and Budget, the Office of Science and Technology Policy, and the public</p> <ul style="list-style-type: none"> • represent SC HQ in negotiations between Field elements and EPA, state, and local agencies in developing interagency and compliance agreements; proposed environmental pollution control legislation, regulations, and standards; and upgrading SC facilities to achieve compliance with state and Federal regulatory requirements • work with other DOE Program Offices to ensure that ES&H guidance to contractors and Field Offices is consistent • serve as SC focal point in dealing with ES&H matters originating from the Defense Nuclear Facilities Safety Board (DNFSB) and with EH, the Office of Environmental Management (EM), NE, Field elements, and contractors for matters involving SC facilities • serve as SC HQ point of contact for utility, energy management, and sustainable development activities 		Directors
6	Provide Direct Support, Advice, Information to SC & DOE Principals/ SC Associate & Office Directors/ SC Field Managers/ Executive Branch	<ul style="list-style-type: none"> • integrate/coordinate/identify/resolve operational issues across SC Program/ Field Offices and laboratories • develop/coordinate SC position on proposed DOE orders, regulations, and policy documents regarding project and infrastructure management, ES&H, and safeguards and security <p><u>Provide Direct Support:</u></p> <ul style="list-style-type: none"> • provide expert management and staff support to SC Program Offices on matters relating to construction and infrastructure management activities; assist Program/Field Offices in the preparation of documents, maintaining schedules and coordinating with other DOE offices engaged in the ESAAB and change control processes • lead ISM verifications and support ISSM and infrastructure needs evaluations • provide subject matter experts in support of ad hoc technical review, accident investigations, S&S reviews, surveys and inspections, as requested • provide customer service representatives as liaisons between SC Headquarters and the Field Offices • support SC HQ and Field Offices in the conduct of Operational Readiness Reviews of SC facilities • assist Associate Directors in identifying and providing specific ES&H training for their staff • provide technical support and assistance to SC program offices during program and project reviews having pollution control and regulatory compliance implications <p><u>Provide Advice:</u></p>	Director	Director/Deputy Director for Operations, Associate & Office Directors, Field Managers, Laboratory Directors

#	ROLES	RESPONSIBILITIES	AUTHORITIES	ACCOUNTABILITIES
		<ul style="list-style-type: none"> • provide independent advice to the Director regarding the construction and operation of SC major research facilities; advise the Director on project status, progress, and problem areas; recommend possible courses of action to resolve issues and problems • advise the Director on matters relating to infrastructure integrity at the SC laboratories and on all matters related to safeguards and security • subsequent to an environmental incident at an SC facility, report extent of environmental contamination and recommend corrective actions to SC senior management • advise senior HQ, Field, and laboratory managers on SC-wide operational issues, including construction management; general purpose infrastructure; integrated safeguards and security management; integrated environment, safety & health management; emergency management • serve as technical advisor to SC Program Offices regarding environmental engineering, pollution control, regulatory compliance issues, and on Field Office and contractor performance in these areas • provide authoritative interpretations of ES&H-related DOE directives (policies, orders, technical guides, handbooks, etc.) • review (for impact on SC facilities) Federal statutes, Executive Orders, and DOE requirements relating to environmental protection, waste management, pollution prevention, energy efficiency, the packaging and transportation of hazardous materials, occupational safety and health protection, emergency preparedness, nuclear and equipment safety, and quality assurance • provide advice to senior SC management on activities of private and public utilities which impact DOE laboratories; recommend corrective actions <p><u>Provide Information:</u></p> <ul style="list-style-type: none"> • analyze SC-wide performance and recommend positions and actions on construction, infrastructure, ISM, ISSM, and emergency management • promote SC-wide executive awareness of operational performance by communicating through web-based and other information systems/forums to • ensure that national, DOE and SC priorities for operations are communicated, understood and considered in the content and orientation of SC research programs and activities • establish/maintain a lessons learned program for SC construction, infrastructure and ES&H activities • provide SC corporate training, including ISM, ISSM, CAP88 and NEPA • benchmark construction, infrastructure and ES&H practices in industry and other government laboratories 		
7	Defend/Fight for SC Interests	<ul style="list-style-type: none"> • champion SC positions on operational issues across DOE and with stakeholders (DNFSB, IG, GAO, other Federal agencies) • coordinate SC-wide policy development with all stakeholders to promote effective and efficient tailoring of controls such that policy implementation is performance based 	Director	Director/Deputy Director for Operations, Associate & Office Directors, Field Managers, Laboratory

#	<i>ROLES</i>	<i>RESPONSIBILITIES</i>	<i>AUTHORITIES</i>	<i>ACCOUNTABILITIES</i>
		<ul style="list-style-type: none"> • champion/maintain regulator-approved radiological air-emissions compliance model • champion/coordinate SC-wide position on Accelerator Safety Order • champion SC ISSM positions on DOE executive council, implementation team, working groups and DOE Directives development activities 		Directors
8	Manage Federal Employees Occupational Safety & Health Program for SC HQ	<ul style="list-style-type: none"> • establish SC FEOSH annual program goals and objectives • conduct periodic workplace reviews of SC FEOSH performance • conduct individual employee workstation evaluations 	Director	Director, Principal Deputy Director, Deputy Director for Operations