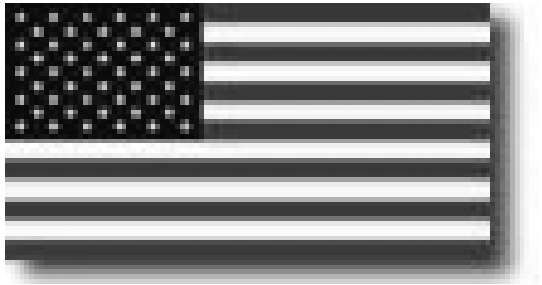
The Next Generation Office of Science Contract

Steven Silbergleid, Lead
Science Contract Team (SCT)

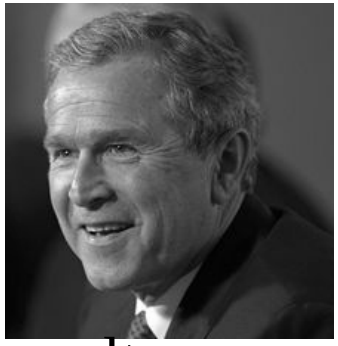
October 10, 2002

A management agenda that delivers performance results

"What matters in the end is completion. Performance. Results. Not just making promises, but making good on promises. In my Administration, that will be the standard from the farthest Regional Office of government to the highest office of the land."



President
George W. Bush



- Emphasis on process will be replaced by focus on results
- Organizations burdened with overlapping functions, inefficiencies…will function more harmoniously
- Management flexibility and authority

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Scientific Excellence in not Enough

Scientific Excellence

Connectivity to Universities and Industry

The Place of Choice for Mission-Driven Science of Scale

Cost Effectiveness

Administrative and Operational Credibility

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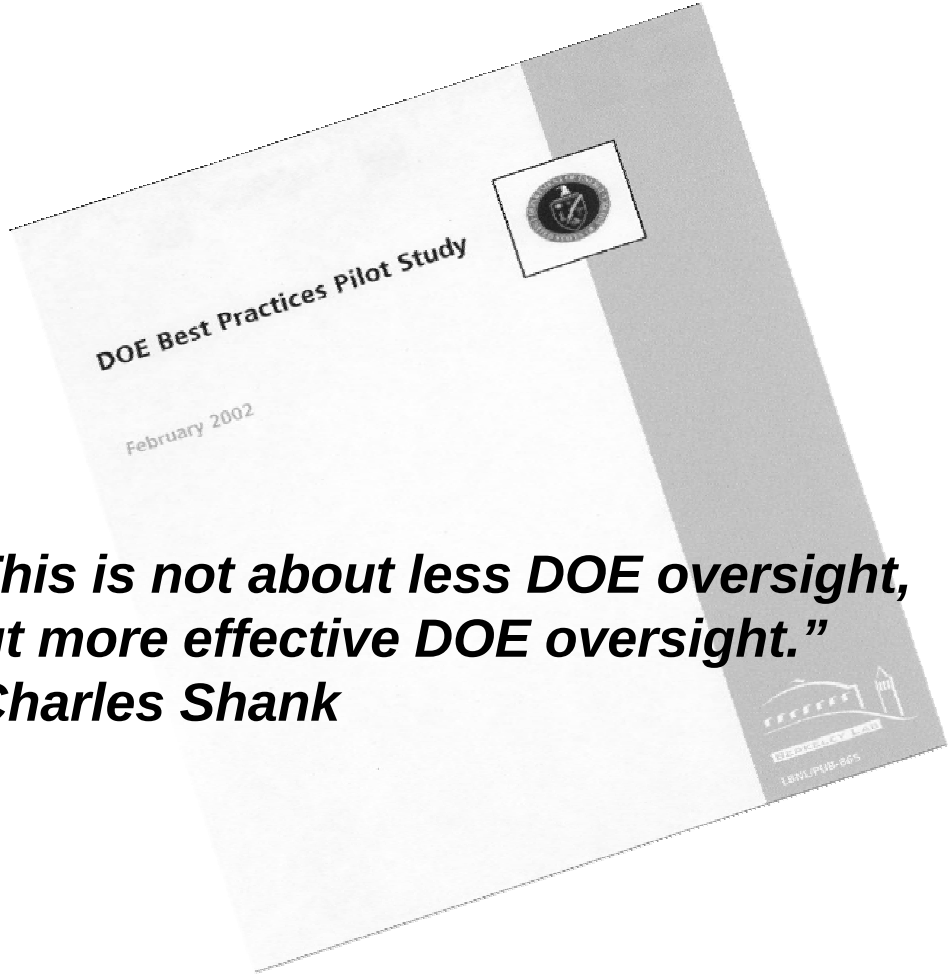
Under Secretary Card Chartered the Best Practices Study



"This is not about less DOE oversight, but more effective DOE oversight."
–Charles Shank

Robert Card

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Guidance to Office of Science from Under Secretary Card

- Review laboratory M&O contracts and develop innovative approaches and techniques for improving contractor performance and contract administration

- Provided specific guidance regarding DOE Orders to be revised, deleted or replaced by existing national standards in the proposed contracts, and an approach to obtaining the contractors' commitment to improve effectiveness and efficiency and enhance accountability in managing the laboratories

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SC Contract Team Outcomes and Philosophy

- **We have a unique opportunity to craft a new contract that will serve the Department well into the 21st century**
- **Science in the 21st Century is changing**
  - **more partnerships**
  - **rapid fusion of knowledge across disciplines**
- **The new contracts must be "built-to-last," flexible, agile, and enduring**
- **Cost savings will support more science for the dollar and greater stewardship of DOE facilities**

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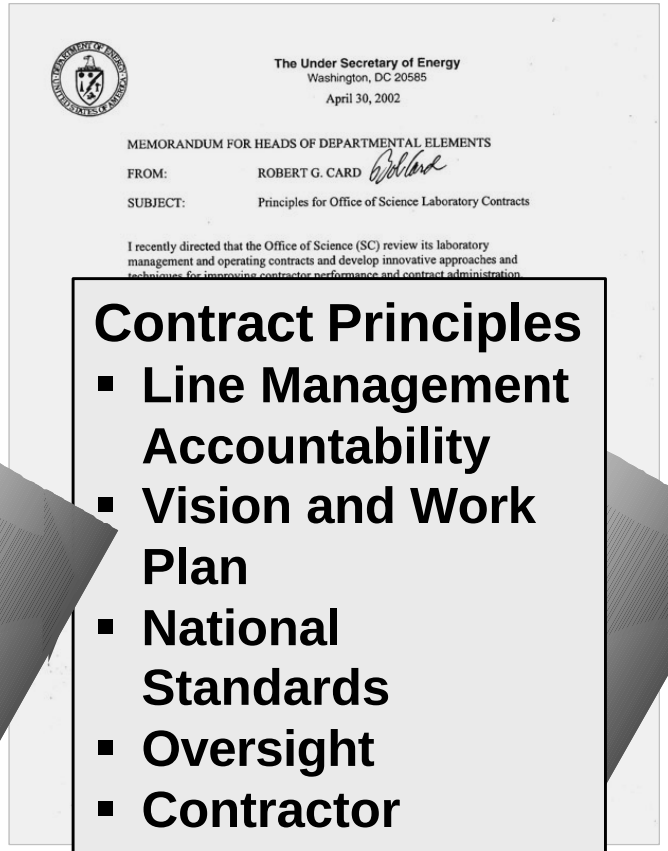
New contract institutionalizes and optimizes performance-based management

Today's SC/Lab Culture

- Extraneous requirements
- Redundant oversight
- High resource costs for oversight
- Low-risk approach to operations



The Under Secretary of Energy
Washington, DC 20585
April 30, 2002

MEMORANDUM FOR HEADS OF DEPARTMENTAL ELEMENTS

FROM: ROBERT G. CARD

SUBJECT: Principles for Office of Science Laboratory Contracts

I recently directed that the Office of Science (SC) review its laboratory management and operating contracts and develop innovative approaches and techniques for improving contractor performance and contract administration

Contract Principles

- **Line Management Accountability**
- **Vision and Work Plan**
- **National Standards**
- **Oversight**
- **Contractor Accountability**
- **Incentives**

New SC/Lab Culture

- Clearly defined work requirements
- Management system assurance allows for improved and focused oversight
- Use of graded approach to risk management

Building on related efforts

Contract integrates:

- **DOE Directives (Hopf Review)**
- **Line Management Accountability (SC Restructuring Effort)**
- **Best Practices (LBNL Pilot/LOB Review)**
- **Performance Assurance (NNSA Pilot)**
- **Culture Change (KC Plant transition)**
- **Science & Security in 21st Century (Hamre Report)**

SC Lab Capabilities

Improved scientific output and impact

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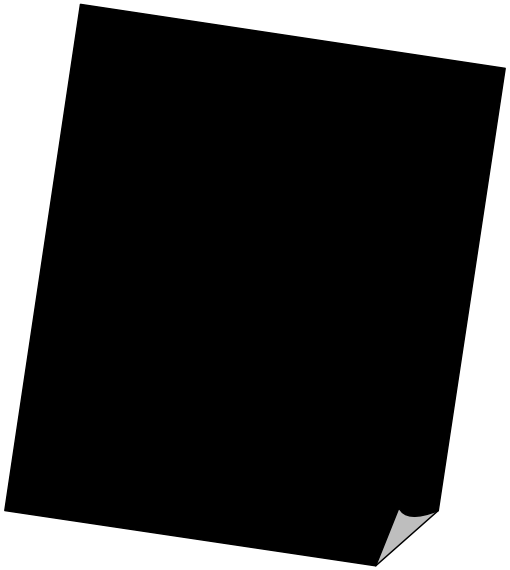
Products from the SCT

- Contract language for:
  - Section C: Statement of Work -- Lab Vision and Work Plan
  - H Clause (or DEAR clause) for moving from Directives-based management to performance-based management
  - Contract incentives
- Single federal official paper (consistent with SC restructuring effort)



SCT Outcomes: Effective and Efficient Management and Oversight

- **Ensuring the "right set" of clauses incorporated into the contract to ensure the most effective and efficient management, operation, and oversight of the National Laboratories.**
- **Commit to the utilization of Federal, State, and local laws, regulations, national standards, and best business practices, wherever practical and minimizing the utilization of DOE Orders to unique areas.**

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SCT Outcomes: National Standards and Oversight

- **DOE shall rely primarily on <u>Federal, State, and local laws, regulations, and national standards</u> to establish administrative and operational requirements and performance criteria for the Contractor.**
- **The Contractor shall <u>utilize nationally recognized experts and other independent reviews, where appropriate, to verify "best in class" contractor management practices and systems</u> and to carry out independent risk and vulnerability studies.**
- **The Parties will use a <u>graded, risk-based approach</u> to determine the appropriate level of required oversight (e.g., certification, reviews, self-assessment).**

SCT Outcomes: Assurance and Oversight Models

- **The Contractor shall develop and <u>implement a management system assurance process, acceptable to the Contracting Officer</u>**
  - **<u>Reflect an understanding of the risks</u>, maintain mechanisms for mitigating the risk, and maintain a process to assure the assurance system is working.**
- **<u>Written Assurance Statement to the Contracting Officer that the management systems are adequate, effective, and efficient</u>.**
  - **From the Laboratory Director**
  - **From the Contractor**
- **The Department intends to <u>appropriately adjust the level of its oversight based on greater Contractor accountability</u> and the adequacy of the Contractor's systems**

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Contractors Must Understand there is a Quid Pro Quo

- Less oversight by DOE must be accompanied by greater accountability for performance issues
- Contractors to provide an assurance statement
- Contractors must develop and deliver upon a compelling vision for the contribution of science performed in the laboratories
- Contractors must clearly articulate benefits to DOE

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1) Line Management Accountability

- **Single Federal Official who has authority to assure integration & balance of operational with program requirements**

- **Laboratory Director responsible for Laboratory operations**

C-1

DE-AC06-76RL01830
Modification M366

C-1 PRINCIPLES OF THIS CONTRACT

(a) General

The Department of Energy has established a set of six principles, as further described in paragraphs (b) through (g), for the Office of Science laboratories consistent with the Department's desire to perform science in the 21st century, improve contractor efficiency and effectiveness, and to enhance accountability:

- Federal and Contractor Line Management Accountability
- Utilization of National Standards for Administrative and Operational Requirements and Performance Criteria
- Federal Oversight Utilizing Independent and External Reviews
- Contractor Accountability
- Compelling Vision for Laboratory Operations
- Performance Incentives

The Department is focused on streamlining oversight, moving to National standards and industrial best practices, and encouraging the National Laboratories to achieve greater agility and flexibility to meeting the changing needs of performing 21st century science. The Department is encouraging a contract approach that is "built to last" where innovation is encouraged throughout the life of the contract, the focus is on the future, and the Department and the Contractor are in a partnership to perform science and develop technologies. The Department desires a contract that will allow the National Laboratories' rapid response to changed national priorities, streamlined delivery, and more science for the dollar. The Department wants to ensure consistent and sustained investment in people, facilities, and equipment appropriate to the evolving needs of the Nation.

(b) Federal and Contractor Line Management Accountability

(1) DOE intends to establish clear line management accountability (through a single federal official) for Laboratory performance with a strong focus on mission success and with authority and responsibility to assure the integration and balance of administrative and operational requirements with DOE program and mission requirements. The intent is that the Contracting Officer authority will be delegated to a single federal official within each Site/Area Office.

(2) The Contractor shall appoint a Laboratory Director in accordance with paragraph (b) of the Clause in Section I entitled, "Contractor's Organization," who is responsible for day-to-day operations of the Laboratory and meeting the performance requirements of this contract.

G-1

Contract Number: DE-AC06-76RL01830
Modification M366

G-1 Head of Contracting Activity (HCA), Contracting Officer (CO), and Contracting Officer's Representative (COR)

(a) The _____, DOE _____ has been designated as the HCA for this contract.

(b) The CO for this contract shall be _____.

(c) The COR(s) for this contract have been designated, in writing, by the CO in accordance with paragraph (b) of the clause entitled "Technical Direction" and are listed below:

Name & Position	Authorities

(End of Clause)

G – 2 952.242-70 Technical Direction (DEC 2000)

(a) Performance of this work under this contract shall be subject to the technical direction of the Contracting Officer's Representative (COR). The term "technical direction" is defined to include, without limitation:

(1) Providing direction to the contractor that redirect the contract effort, shift work emphasis between work areas or tasks, require pursuit of certain lines of inquiry, fill in details or otherwise serve to accomplish the contractual Statement of Work.

- **CO authority in each Site/Area Office**

2) National Standards

H-18

Contract Number: DE-AC06-76RL01830
Modification M366

H-18 Implementation of Statement of Work Section C-1, Management Principles

(a) Pursuant to the clause entitled "Management Controls", the Contractor will utilize a comprehensive management system, to perform the administrative, operational, and programmatic functions required for performance of this Contract.

(b) In order to integrate the requirements of the clauses entitled "Management Controls", "Laws, Regulations and DOE Directives", and "Integration of Environment, Safety and Health into Work Planning and Execution", with the Principles of the Contract set forth in Clause C.1 of the Statement of Work, this clause provides for the use of the Requirements Integration Tailoring (RIT) process to develop a set of tailored standards which: (1) will allow transition from a DOE Directives compliance approach to a performance based management approach; and (2) are based upon applicable laws and regulations and agreed upon national, industrial, and commercial standards and "best in class" management practices, supplemented where it is shown that there is compelling need for additional DOE specific requirements. The Contractor shall maintain in a centralized office or an electronic file, an up-to-date set of tailored requirements, developed through the RIT process, and DOE shall have access to these materials.

(c) The Contractor is expected to implement an appropriately tailored set of standards, including specified DOE requirements where other appropriate standards or practices do not exist or are not practicable. The Contractor will follow this set of standards in carrying out contract work. The agreed upon set of tailored standards, approved for implementation, are included in Appendix D "List of Applicable DOE Directives & External Requirements," and Appendix F "Authorization Agreement." During performance of the contract, the Contractor may propose revised sets of tailored standards for the management system and as they are agreed upon, Appendix D or F shall be revised to contain the agreed upon contract requirements. During the transition to new tailored standards, the DOE shall adjust oversight of the Contractor's performance to the updated approved set of tailored standards as appropriate.

(d) DOE expects that the Contractor will propose tailored standards that enable independent review. For any set of tailored standards or management system, which provides for certification or independent review, DOE expects the Contractor to secure such certification or review in a timely manner. For standards where an external certification is not available and DOE is not the approving body, DOE expects the contractor to utilize best management practices. The parties shall also select specific certifications, independent reviews, and/or self-assessments that the Contractor will obtain to demonstrate the effectiveness of the set of tailored standards or management system and the dates such reviews are to be submitted to the Contracting Officer, for inclusion in Appendix E "Performance Evaluation and Fee Agreement". It is DOE's intent to use the results of those reviews in assessing the Contractor's performance and in adjusting the level of DOE oversight. The parties expect the level of oversight to

- **Primary reliance on laws, regulations & national standards**
- **Limit use of directives and guidance to functions where there is no external or industrial counterpart**
- **Develop a tailored set of requirements**
- **Contractor shall review national/commercial/industrials standards & "best in class" business practices, evaluate benefits of incorporation, and identify directives for elimination**

3) Federal Oversight

H-18

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be reduced as the result of effective Contractor implementation of these management principles.

(1) The Contractor's management system shall assure all work is reviewed at least annually to determine the need for updating or modifying the tailored set of standards. The Contractor should consider national, commercial, or industrial standards and "best in class" practices that may be substituted for DOE Directives or for improvement to current tailored standards or the management system. Where significant changes to a tailored set of standards or management system is proposed, the Contractor shall develop proposals for Contracting Officer review and approval. Such proposals shall include as a minimum: (1) evaluation of benefits, affected standards and practices; (2) transition timelines; (3) proposed assurance methods, including timelines for third-party reviews; and (4) metrics to be used in monitoring the success of proposed substitutions. Upon acceptance of the proposal for modification, the sets of tailored standards, including Directives, in Appendix D or F, will be appropriately modified. Prior to the implementation of any significant changes to a tailored set of standards or management system or subsystem change that has been developed under this clause, the Contractor will provide a written Assurance Statement to the Contracting Officer that the changed management system will be adequate, effective, and efficient, and that it is ready to be implemented.

(2) On an annual basis the Contractor shall provide an Assurance Statement to the Contracting Officer that the management control system utilized by the Contractor is adequate to provide reasonable assurance that the objectives of the system are being accomplished and that the systems and controls are effective and improve efficiency.

(e) Notwithstanding the language of the clause entitled "Integration of Environment, Safety and Health Into Work Planning and Execution," which requires annual Contractor review and update of safety performance objectives, performance measures, and commitments, the inclusion of these items in the Performance Evaluation and Fee Agreement (Appendix E) shall satisfy those requirements.

(f) If the Contracting Officer determines that the set of tailored standards is deficient or is not being adequately implemented, the Contracting Officer may, in his/her sole discretion determine that corrective action is required and request that the Contractor prepare a corrective action plan for Contracting Officer approval. If the Contracting Officer is not satisfied with the corrective action taken, he may determine the appropriate corrective action.

(g) Notwithstanding the language of clause entitled Laws, Regulations and Directives, DOE agrees that it shall not exercise its unilateral right to require the Contractor to comply with new or modified DOE Directives unless the Directive

H-11

H-11 Standards of Contractor Performance Evaluation

(a) Use of objective standards of performance, self assessment and performance evaluation

(1) The Parties agree that the Contractor will utilize a comprehensive performance-based management approach for overall Laboratory management. The performance-based management approach will include the use of clear and reasonable objective performance outcomes and indicators agreed to, in advance of each performance evaluation period, as standards against which the Contractor's overall performance of scientific, technical, operational, and/or managerial obligations under this Contract will be assessed. The performance criteria will be limited in number and focus on results to drive improved performance and increased effective and efficient management of the Laboratory.

(2) The Parties agree to utilize a specially designated process described within Section J, Appendix E Performance Evaluation and Fee Agreement to evaluate the performance of the Laboratory. The Performance Evaluation and Fee Agreement meets the purposes of the "Performance Evaluation and Measurement Plan" as called for within the Section I clause entitled "Total Available Fee: Base Fee Amount and Performance Fee Amount." The Parties further agree that the evaluation process, described in Appendix E, will be reviewed annually and modified, if necessary, by agreement of the Parties.

(3) The Parties agree that the Contractor will conduct an ongoing self-assessment process as the principal means by which the Contractor will evaluate its compliance with the contract Statement of Work and performance indicators identified within Section J, Appendix E against which the Contractor's overall performance of obligations under the Contract will be determined. The Contractor shall develop and maintain Directorate-level self-assessment plans. Using the Appendix E as the basis, self-assessment plans are to be developed and maintained by each Directorate organization, in cooperation with both their internal and external counterparts. These plans are to be provided to the applicable DOE customer within the first quarter of each performance period as set forth in the Appendix E.

(4) The Contractor shall provide periodic updates, as requested by the DOE, on the performance against the Appendix E. The Contractor shall provide a formal status briefing at mid-year and year-end, and a formal self-evaluation report to the DOE at year-end. Specific due dates and formats for the above-mentioned briefings and reports shall be agreed to by the Laboratory Director and the Associate Manager for Science &

- **Performance criteria limited in number focusing on results and systems-based metrics**
- **Graded, risk-based approach to oversight**
- **Contractor use nationally recognized experts to verify "best in class" management practices and systems**
- **Self assessments, peer reviews, independent audits, third party assessments and contractor assurances to be considered in determining oversight**
- **Oversight appropriately adjusted based on greater Contractor accountability and adequacy of systems**

4) Contractor Accountability

H-18

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(g) Notwithstanding the language of clause entitled Laws, Regulations and Directives, DOE agrees that it shall not exercise its unilateral right to require the Contractor to comply with new or modified DOE Directives unless the Directive

- **Contractor to develop/implement/demonstrate management practices and systems based on national, commercial, and industrial standards to maximum extent**
- **Practices to be verified and certified by independent, nationally recognized experts**
- **Contractor accountable for meeting DOE's expectations**

4) Contractor Accountability (cont.)

H-18

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- **Parties to agree on system-level performance expectations and certification mechanisms**
- **Contractor to develop an assurance process**
- **Contractor to provide annual Assurance Statement that management systems are adequate/effective/efficient**
- **Use approved assurance process and annual Assurance Statement to determine that management systems are satisfactory**

5) SOW - Laboratory Vision

- **THE LABORATORY VISION AND WORK PLAN**
  - **Sets requirement for Contractor to develop compelling vision and work plan as part of Institutional Planning**

C-2 THE LABORATORY VISION

The Contractor shall develop a compelling five (5) year vision for the Laboratory, along with a description (work plan) on how they will accomplish the vision. The vision statement, mission description and program work activity to accomplish the vision shall be captured within the Institutional Plan, as provided in the Institutional Planning Instructions issued by the DOE Office of Science, and shall be updated yearly as part of the ongoing Institutional Planning process, as called for within the Clause entitled "Long-Range Planning, Program Development, And Budgetary Administration". The Performance Evaluation and Fee Agreement, as called for within the Clause entitled "Standards of Contractor Performance Evaluation", identifies performance outcomes and indicators, which are updated and agreed upon by the parties annually, as standards against which the Contractor's overall performance of scientific, technical, operational, and/or managerial obligations

- **MISSIONS OF THE LABORATORY**
  - **DOE developed contract SOW mission statements**

C-3 MISSIONS OF THE LABORATORY

(a) General

Battelle Memorial Institute (the Contractor) shall, in accordance with the provisions of this contract, accomplish the missions and programs assigned by the U.S. Department of Energy (DOE) and manage and operate the DOE's Pacific Northwest National Laboratory.

The Pacific Northwest National Laboratory (the Laboratory) is one of the DOE's Office of Science (SC) multi-program laboratories. The Laboratory is a Federally Funded Research and Development Center (FFRDC) established in accordance with

- **OPERATING ENVELOPE**
  - **Summarizes overall operating envelope for the Laboratory**

C-4 OPERATING ENVELOPE

(a) Operating Principles

This section summarizes the overall operating envelope for the Laboratory. Specific provisions of this contract regarding management and operational requirements have been established so as to be consistent with this intended operating envelope, and assignment of programs with operating requirements outside the range established here may require review and modification of relevant contract terms.

The operating envelope generally consists of environmental, safety, health and quality (ESH&Q), facility management, and safeguards and security requirements that bound the operation of facilities and activities (work). These requirements are

- **CORE EXPECTATIONS OF THE CONTRACTOR**
  - **Summarizes DOE expectations in areas of Lab mission, stewardship, and operations**

C-5 CORE EXPECTATIONS OF THE CONTRACTOR

The relationship between DOE and its national laboratory management and operating contractors is designed to bring best practices for research and development to bear on the Department's missions. Through application of these best practices, the Department seeks to assure both outstanding programmatic and operational performance of today's research programs and the long-term quality, relevance and productivity of the laboratories against tomorrow's needs. Accordingly, DOE has substantial expectations of the Contractor in the areas of: program delivery and mission accomplishment; laboratory stewardship; and laboratory operations and financial management.

(a) With respect to mission accomplishment, DOE expects the Contractor to provide effective planning, management and execution of assigned research and

6) Performance Incentives

- **Financial Incentive – Performance Fee**
  - **100% at risk**

H-24

H-24 Determining Total Available Performance Fee and Fee Earned

In implementation of the clause in Section I entitled, "Total Available Fee: Base Fee Amount and Performance Fee Amount," the following shall apply:

(a) There shall be no base fee for the period of this contract. The parties have agreed to a multi-year performance fee for the contract period, to be 100% at risk, and determined as described below:

(1) During the period October 1, 2002, through September 30, 2004 (FY 2004), the total available performance fee shall be $____TBD_____per fiscal year.

(2) During the period October 1, 2004, through September 30, 2007 the total available performance fee shall be $_____TBD_____per fiscal year.

(3) The parties have agreed that in the event of a significant change (greater than plus or minus 10%) to the Laboratory's budget or work scope for any fiscal year, the negotiated fee shall be subject to adjustment. The Parties may re-negotiate, in good faith, the total available performance fee pool. The FY 2003 Estimated Allowable Cost (New BA) will serve as the base year to which each fiscal year Estimated Allowable Cost (New BA) will be compared.

(4) The parties further agree that, should the term of this contract be extended pursuant to the clause entitled "Non-Financial Performance Incentives -- Award Term," an escalation provision will be applied every two years to the previous fiscal year total available performance fee, subject to subparagraph (3) above, for the life of this contract. For example, in the event of an extension, commencing with FY 2008, an escalation provision will be applied to the previous year's total available performance fee to compute the escalated total available performance fee for the next two fiscal years. The escalation rate will be determined using the Consumer Price Index for all Urban Consumers, U.S. City Average (CPI-U) for all items, unadjusted twelve-month rate ending in the previous July. At no time may the escalated fee exceed the total available fee as calculated per DEAR 970.15, for the first year of the contract, unless otherwise adjusted in accordance with paragraph 3 above.

(b) Determination of Total Available Fee Amount Earned.

(1) The Government shall, at the conclusion of each specified evaluation period, evaluate and/or validate the Contractor's performance in accordance with the clause in Section I entitled "Total Available Fee: Base Fee Amount and Performance Fee Amount." The evaluation of the Contractor performance shall be in accordance with Section J, Appendix E "Performance Evaluation and Fee Agreement." For this contract, the Performance Evaluation and Fee

F-3

F – 3 Non-Financial Performance Incentives – Award Term

(a) Contract Length. The initial five (5) year contract term, as stipulated within the clause in Section F entitled, "Period of Performance," may be extended or reduced based on contractor performance, resulting in a contract period lasting a minimum of three (3) years to a maximum of ten (10) years.

(b) Contractor Performance. The Award Term shall be based on overall evaluation rating of the Contractors performance as set forth within the clause in Section H entitled, "Standards of Contractor Performance Evaluation."

(c) There shall be four possible Award Term determinations:

(1) The contractor must earn an overall performance rating of "Outstanding" during two (2) consecutive annual performance evaluation periods in order to begin earning Award Term extensions, beginning with the first two years of this contract. Once two consecutive "Outstanding" ratings have been earned the contract shall be extended for two (2) years (one for each "Outstanding" performance rating earned) and shall continue to be awarded an additional one (1) year extension for each "Outstanding" performance rating earned in consecutive years (to include any extensions awarded for "Excellent" ratings as stipulated in paragraph (c)(2) below). Should the Contractor fail to qualify for an award term extension during any one performance period, they must earn an overall performance rating of "Outstanding" over two (2) consecutive annual performance evaluation periods in order to begin earning Award Term extensions again.

(2) Should the contractor earn an overall performance rating of "Excellent" during any annual performance evaluation period the contract will neither be extended or reduced.

(3) Should the contractor earn an overall performance rating of "Good" during any annual performance evaluation period the contract shall be reduced by one (1) year.

(4) Should the contractor earn an overall performance rating of "Marginal" or less the Government may, at its sole discretion, immediately initiate a new acquisition and the Contractor shall receive termination settlement costs not in excess of that which would be available under a termination for default.

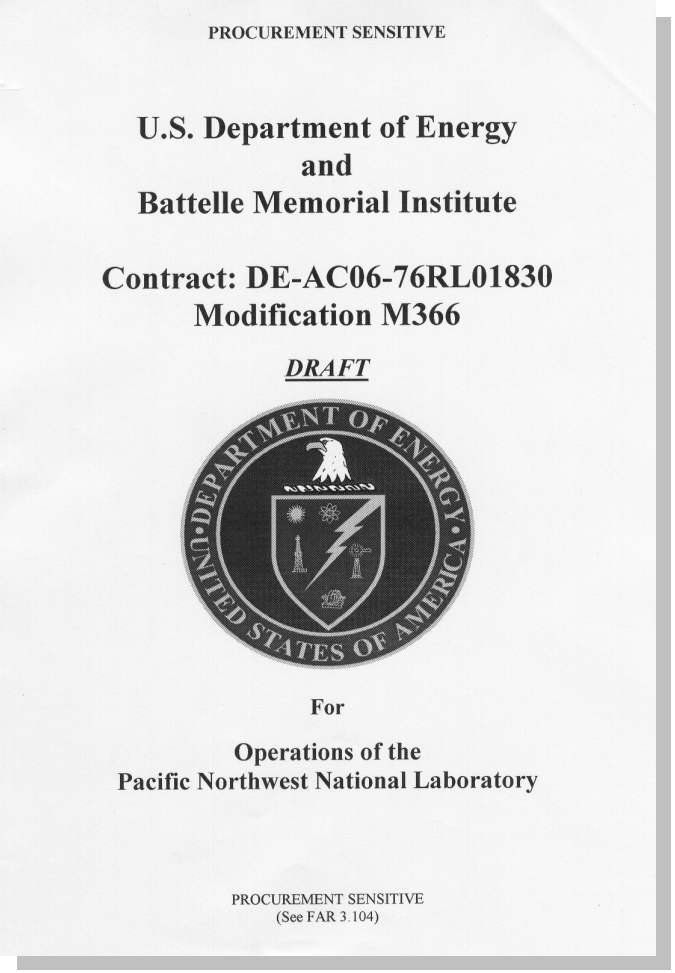
(d) Award Term Contract Modifications. The Contracting Officer shall unilaterally modify the contract to reflect the extension or reduction of the contract term in accordance with the Award Term determination factors identified in paragraph (c) above. If at any time the contract term has 2 years or less remaining, the operation of the Award Term feature will cease and the contract term will not extend beyond the term set at that time.

- **Non-financial Incentive – Award Term**
  - **Incentives for over-the-top Outstanding performance**
    - **Cure Cancer**
  - **10 year maximum award term**

Key Changes in Contract Language

- Single federal official with appropriate authority and accountability
- Commitment to a tailoring process for establishing new compliance requirements
- Acceptance of management system certifications as a basis for improved/focused oversight
- A process for identifying appropriate national standards as basis for contract performance
- Greater accountability and flexibility provided to contractors for HR program management (eliminated 350.1)

PNNL, BNL, LBNL, ANL, and ORNL have participated in developing the proposed language



PROCUREMENT SENSITIVE

U.S. Department of Energy
and
Battelle Memorial Institute

Contract: DE-AC06-76RL01830
Modification M366

DRAFT

For

Operations of the
Pacific Northwest National Laboratory

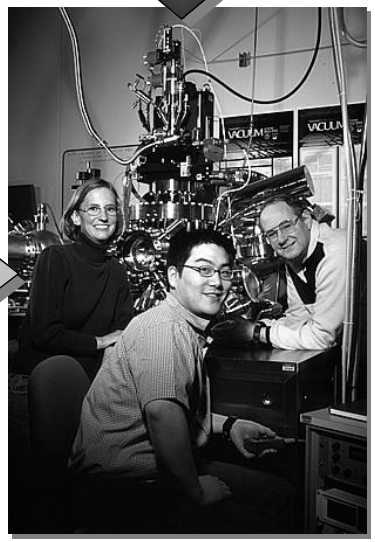
PROCUREMENT SENSITIVE
(See FAR 3.104)

The new Contract will enable us to realize the full benefit of effective and efficient lab management and operations…

Office of Science National Laboratory Contract

Cost savings provide financial capital

Reduced transaction time results in higher value work



…with greater scientific output and impact

BACKGROUND

SC Restructuring Project

- **Desired End State. . .**
  - **a well managed, diverse, responsive and accountable federal organization**
  - **management levels kept to a minimum**
  - **streamlined processes**
  - **single point of accountability for lab contracts**
  - **contract management practices that facilitate contractor success**

OFFICE OF SCIENCE
U.S. DEPARTMENT of ENERGY

Best Practices Contracting: Key Planning Elements

DOE Security Missions → **Laboratory Vision** → **Work Plan Contract** → **Annual Work Plan Commitment**

- Science
- Energy
- Environment
- Defense

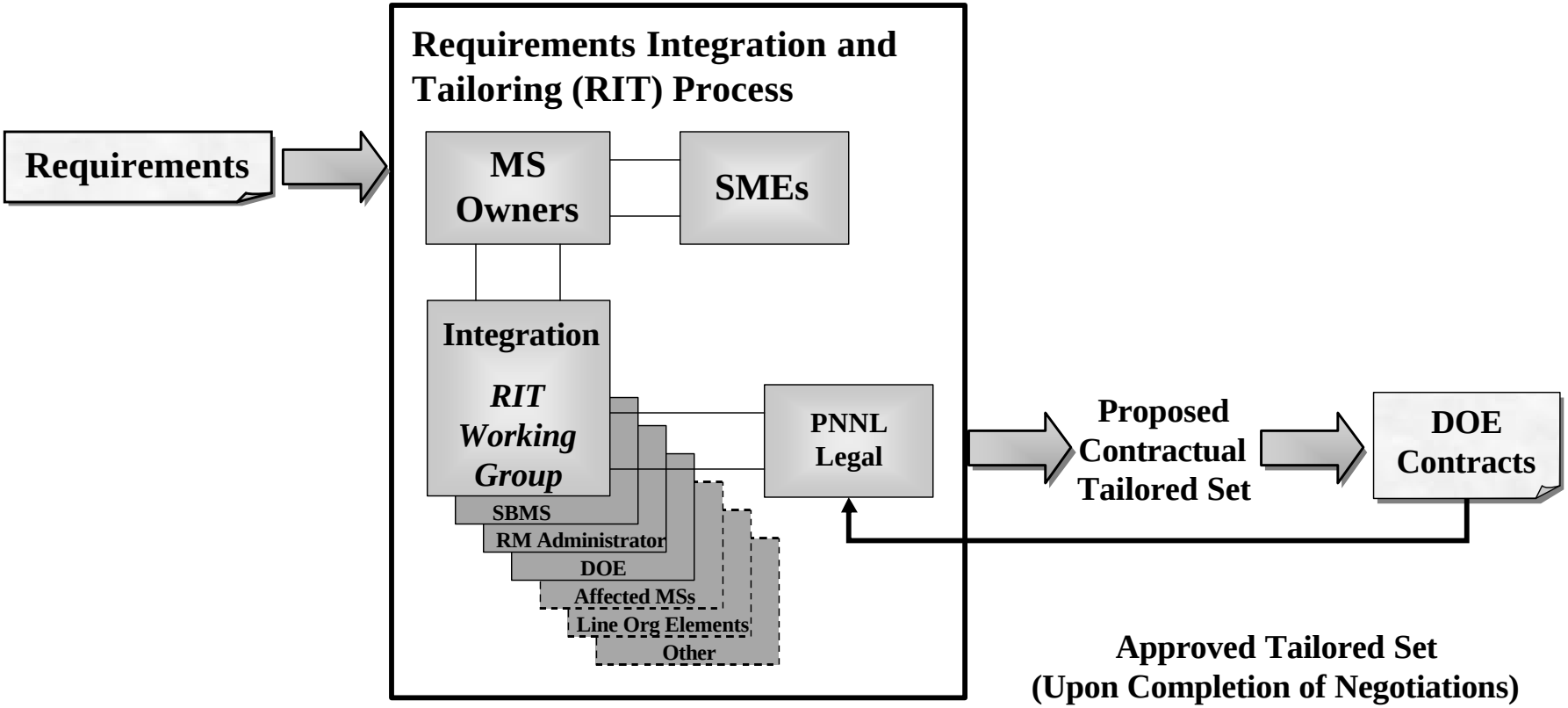
- National Benefits
- Location of Choice
- Partnerships and Trust
- Scientific Leadership

- Scientific Goals
- Operation Goals
- Measures of Results

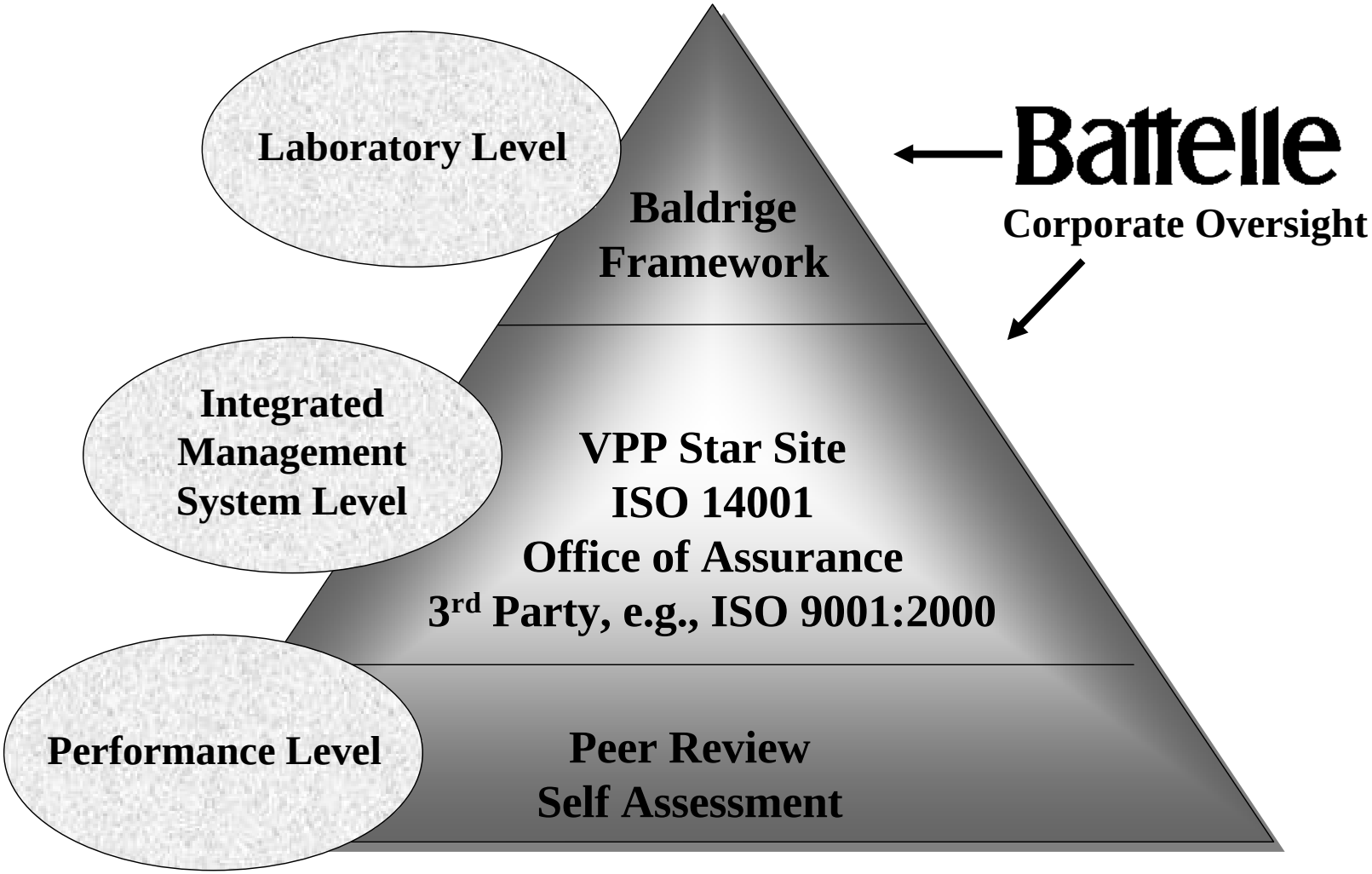
- Objectives
- Targets
- Deliverables

Annual DOE Evaluation

Example: PNNL's requirements integration and tailoring process



Example: PNNL performance assurance based on national standards and best practices



Example: PNNL streamlined and graded oversight increases effectiveness and efficiency

DOE supported External Standards

Systems Oversight
Responsibility of DOE

Assurance System
Responsibility of Battelle

	Risk Level	**PBM Oversight**	**Management System Assurance**	**Guidelines**
Graded Approach	High Risk Function	DOE	DOE	Laws & Regulations National Standards Best Practices
	Medium Risk Function	Contractor obtains 3rd party cert.	Contractor	
	Low Risk Function	Contractor self-assess		