

3.0 OFFICE OF ASSISTANT MANAGER FOR SCIENCE (AMS).

3.1 Mission. Implementation of the Department's Science and Energy missions through management of contracts for the operation of the Oak Ridge National Laboratory (ORNL), the Oak Ridge Institute for Science and Education (ORISE), and other research and development (R&D) contracts assigned by DOE Headquarters (HQ) to the Oak Ridge Office (ORO). The AMS organization serves in a dual role as the ORNL Site Office. Activities center around four major functions: contract management, program implementation, Federal stewardship and AMS management. Contract management responsibilities include effective and efficient integrated management of contract implementation, oversight and evaluation. Program implementation responsibilities include all programs and projects conducted under the ORNL and ORISE contracts, regardless of funding source. Projects include scientific facility upgrades, facility revitalization and ITER. Federal stewardship responsibilities include assuring that contractor-executed functions are carried out in a manner that protects Government and contractor personnel and the general public against all environmental, safety, and health (ES&H) hazards arising from the performance of the contract work and ensuring that the principles of Integrated Safety Management (ISM) are fully integrated into all work activities. Implements the requirements for safe operations of nuclear facilities, including safety basis process requirements and flow down of approved safety basis documents. Manages ORO's scientific and technical information programs. AMS/ORNL Site Office activities are conducted in accordance with the ORO MSD and the SCience Management System (SCMS).

3.2 The Assistant Manager for Science serves in a dual capacity as the ORNL Site Office Manager. The AMS/ORNL Site Office Manager discharges the AMS mission through:

- a. Direct Reports (including the Deputy AMS, ITER Federal Project Director, and others) (3.3 below),
- b. the Mission Integration and Projects Division (3.4 below), and
- c. the Operations and Oversight Division (3.5 below).

3.3 Direct Reports

3.3.1 Direct Reports include the Deputy AMS, ITER Federal Project Director, and the Contracting Officer, in addition to technical and administrative staff. Direct reports perform the following functions:

- a. Conduct acquisition planning and contract integration, implementation, and management for ORNL and ORISE contracts, including COR responsibility for ORISE. (The AMS is the ORNL COR.)
- b. Provide business management for the AMS/ORNL Site Office including: preparation of funding projections, requests and justifications for multiple funding mechanisms; identification of appropriate approaches for acquisition of services, supplies, and maintenance activities associated with facilities and vehicles at multiple locations in support of federal staff needs; tracking and trending of expenditures; management of computational resources; identification and

resolution of issues; and liaison with DOE and contractor entities concerning these areas.

- c. Coordination of issues and actions related to oversight entities including the Office of Inspector General, the Government Accountability Office, and Congressional Inquiries.
- d. Management of the ITER Project, as the ITER Federal Project Director. As the ITER Federal Project Director, performs those functions identified in the Project Execution Plan and in accordance with program direction and DOE Directives.
- e. Management and development of internal tracking systems.
- f. Liaison for federal employee training.

3.4 Mission Integration and Projects Division.

3.4.1 The Director serves as an Alternate COR for ORNL, as a member of the emergency response cadre, and discharges the following functions through division members.

- a. Ensures that all contract and administrative actions necessary for mission execution are taken in a timely manner consistent with DOE policy and requirements.
- b. Maintains responsibility for program coordination and implementation of all programs conducted under the ORNL and ORISE contracts. Programs are varied and include neutron science, energy, high performance computing, complex biological systems, advanced materials and national security. Maintains oversight of program performance in the areas of operations, quality, safety, cost, schedule, and programmatic matters. Activities include:
 - 1. Provides advice on proposed, new, or revised program assignments; the reorientation of existing assignments; and contractor-initiated recommendations.
 - 2. Assesses the contractors' ability to perform proposed work and the availability of required special facilities and technical personnel; provides technical advice on contractors' budget submissions; and assesses objectives and scope as they relate to the proposed funding, their conformity with overall program assumptions and plans, and the reasonableness of the proposed level of effort compared with other ongoing or planned programs.
 - 3. Prepares and implements management plans, contractors' program assignments, and funding authorizations for approved work; coordinates the acquisition of funds and other resources; provides updated technical guidance to contractors on DOE program objectives; and coordinates requirements for construction, equipment, and other resources.
 - 4. Monitors program/project progress by reviewing contractors' technical progress reports, participating in meetings, and communicating with the contractors' and program sponsors' staff.

5. Provides routine and special status reports including evaluations and recommendations on milestone accomplishments and slippages; technical problems and issues; cost-budget status; procurement and subcontracting actions; equipment design, fabrication, delivery scheduling, and testing activities; and contractor long-range plans.
- c. Maintains responsibility for project management of all projects conducted under the ORNL and ORISE contracts, with the exception of ITER. Ensures projects are performed on schedule, within budget and technical scope, and are managed in accordance with project management requirements of DOE Directives.
- d. Serves as the liaison to program sponsors. Negotiates with program sponsors to identify the appropriate level of ORO support for their program. Provides program coordination and support in accordance with mutual agreements.
- e. Provides coordination of issues/actions involving: laboratory planning, publication requests, property, Freedom of Information Act requests, and employee concerns.
- f. Contributes to and coordinates the ORNL and ORISE Contractor Evaluation Process including identification and negotiation of performance objectives, routine contractor/DOE interface meetings, preparation of reports, trending of data and presentations of results.
- g. Provides oversight for ORNL infrastructure programs including utilities and telecommunications. Supports infrastructure planning to assure adequate institutional infrastructure to support future DOE mission requirements.
- h. Provides oversight for Science Laboratories Infrastructure projects, General Plant Projects, Institutional General Plant Projects, Life-Cycle Asset Management, Condition Asset Survey, In-House Energy Management, and Site Development Plans.
- i. Maintains responsibility for program implementation of production projects, including Stable and Radioactive Isotopes Production and the Radioisotope Power Systems Program and appropriate oversight of operations.
- j. Manages the ORNL Isotope Sales and Distribution Program through:
 1. Coordinating contractor materials management activities related to source, special nuclear material (SNM), and other research materials, including the forecasting allocation, utilization, and disposal of these materials to offsite users.
 2. Arranging for the sale, lease, loan, or grant of equipment, technical services, and research quantities of source, SNM, and by-product materials to foreign entities, and providing direction to contractors on the distribution of materials and the execution of sales contracts and other documents pertaining to their exportation.

- k. Maintains responsibility for the establishment, technical oversight, and closeout of direct procurements in support of DOE HQ Program Offices.
- l. Coordinates the directives management process activities within the AMS organization.
- m. Coordinates issues and actions related to contractor human resources and employee concerns.
- n. Actively supports and participates in AMS operational awareness activities to assure a working knowledge of the hazards, risks, and issues associated with operations within the Government-owned facilities.
- o. Serves as Technical Information Officer and principal Operations Office POC and assistant to/liaison with the DOE Office of Scientific and Technical Information and DOE HQ regarding the Scientific and Technical Information Program.
- p. Manages the Universities Program (pre-college, college, co-op graduate, post graduate, etc.) and other educational and training programs (e.g., Historically Black Colleges and Universities, Minority Education Institution, etc.) carried out by ORNL.
- q. Maintains responsibility for the coordination and oversight of the technology transfer program, Laboratory Directed Research and Development program, User Facility designations and Joint Faculty Appointments. Appraises ORNL's compliance with Departmental policy.
- r. Provides oversight of the contractor's internal audit programs.
- s. Serves as AMS lead for coordination of the annual contractor budget submissions, and various contractor business issues.
- t. Ensures that AMS actions are effectively managed and coordinated to support efficient, effective, and appropriate business planning and practices at ORNL and ORISE.

3.5 Operations and Oversight Division.

3.5.1 The Director serves as an Alternate COR for the ORNL M&O Contract, a primary responder for the emergency response cadre and discharges the following functions through the Deputy Division Director, division members, and matrix support from the Office of Assistant Manager for Environment, Safety, and Health (AMESH).

- a. Provides integrated Environment, Safety, Health, and Quality Assurance (ESH&QA) oversight of contractor operations in accordance with DOE and AMS policies and requirements.
- b. Provides oversight of the contractor and AMS Integrated Safety Management System (ISMS). Ensures that the ISM program (descriptions, criteria, etc.) is current, valid, and effective, and that established improvement goals are being met.

- c. Ensures the adequacy of the contractor's nuclear facility startup and restart readiness process via line management oversight and independent assessment.
- d. Ensures that DOE actions are effectively managed and coordinated to support efficient, effective, and appropriate operating practices at ORNL and ORISE.
- e. Provides Facility Representative oversight for Category 1, 2, and 3 nuclear facilities at ORNL through performance of the following functions:
 - 1. Observes and evaluates operational performance and effectiveness of facility management in areas such as: ISM, quality assurance, self-assessment, work control, protection of worker health and safety, and environmental protection.
 - 2. Maintains thorough familiarity with site and facility characteristics, operating procedures, and safety basis authorizations.
 - 3. Acquires knowledge of facility operational status and maintains awareness of major work in planning stages and in progress.
 - 4. Communicates results of observations, reviews, walkthroughs, etc., with DOE and contractor management.
- f. Provides coordination of the AMS Contractor Formal Assessment Program. The AMS Contractor Formal Assessment Program is the consolidated management system for the planning, scheduling, conduct, and issues management for AMS formal assessments and readiness reviews.
- g. Coordinates the AMS operational awareness program, which provides DOE with first-hand knowledge concerning site operations in order to properly direct resources and to support operational improvements.
- h. Provides operational support, including ESH&Q subject matter expert assistance and support, to DOE staff in support of program and project implementation.
- i. Performs environmental, safety, health and quality evaluations, audits and assessments of contractor activities.
- j. Ensures the establishment and maintenance of the adequate safety basis documentation for ORNL and ORISE. Coordinates safety basis documentation reviews and evaluations. Prepares safety evaluation reports to document that safety basis documents were prepared with valid methodologies, accurately reflect operations, and that the results demonstrate safety is achieved.
- k. Interfaces with the general public, regulators, contractors, and special interest groups on facility activities.
- l. Provides program coordination and oversight for Maintenance, Waste Management, and Packaging and Transportation programs.

- m. Identifies and coordinates necessary resource support from ORO matrix organizations for support of operational activities. Establishes priorities and identifies tasks for execution by assigned ES&H matrix personnel. Directs the activities of matrix support from the Office of AMESH.
- n. Oversees contractor compliance with Clean Air Act; Clean Water Act; National Environmental Policy Act (NEPA); Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA); Resource Conservation and Recovery Act (RCRA); Toxic Substance Control Act of 1976 (TSCA); other Federal and State environmental laws; environmental incident notification and reporting requirements; and environmental radiological requirements of the DOE.
- o. Serves as interface to the state environmental oversight group.
- p. Provides routine and special status reports as required by environmental protection laws, regulations, and DOE Directives.
- q. Conducts and coordinates the activities necessary to develop environmental permit applications, settlement agreements, and consent decrees and Orders involving ongoing Site activities.
- r. Ensures AMS staff is appropriately trained for emergency response and that the contractor has made adequate provisions to handle all emergency situations.
- s. Serves as the POC for ORO and the contractors for coordination of issues/actions involving Safeguards and Security at ORNL and ORISE, and Counterintelligence Programs.
- t. Serves as the AMS SME on occurrence reporting.
- u. Contributes to the ORNL and ORISE Contractor Evaluation Process including identification and negotiation of performance objectives and evaluation of performance.
- v. Coordinates multi-year assessment plans and assures tracking and trending of contractor performance and corrective actions.