

Chapter 1 : Property Management Services

Note: Citations are based on reference standards. However, formatting rules can vary widely between applications and fields of interest or study. The specific requirements or preferences of your reviewing publisher, classroom teacher, institution or organization should be applied.

Organizational Complexity DOE is a large, complex organization that has grown by accretion for more than 50 years, adding new missions and absorbing subsidiary organizations. Its structure and procedures reflect that history. The Energy Act of P. After the war, the Atomic Energy Commission AEC, the successor of the Manhattan Engineering District of the Corps of Engineers, was established as an independent agency for civilian control of nuclear weapons and nuclear energy, and given enormous legal, financial, and self-regulatory powers. Oversight of the AEC was limited by the need for security and secrecy. Programs and facilities were compartmentalized for security reasons, and some were duplicated to ensure the survival of essential functions after a nuclear attack. Procurement strategies for engineering, technical services, and facilities emphasized speed over cost and accountability. Little attention was paid to environmental effects, leaving vast amounts of radioactive and toxic wastes. In the late s, the emphasis was on energy development and regulation. In the s, nuclear weapons again took priority. Page 13 Share Cite Suggested Citation: Improving Project Management in the Department of Energy. The National Academies Press. DOE manages a vast infrastructure of facilities and associated programs and projects. Some institutional legacies of the nuclear weapons program included decentralization, a system of field offices, and reliance on private contractors. DOE has always had a limited core staff of professional managers and engineers, and as the department took on new programs and missions, the field offices developed their own contracting processes in isolation from headquarters and from one another. Projects are funded, however, by the headquarters program, most of them headed by assistant secretaries, which provide funds and policy guidance to contractors but do not oversee them directly. EM is also involved with national programs for transportation and pollution prevention, as well as for landlord functions, including security and infrastructure support. Once entirely self-regulated, EM and its predecessors experienced intense pressure to negotiate binding milestones to bring contaminated sites into compliance with environmental regulations and agreements. EM is largely subject to the requirements of a multitude of agreements that have been negotiated with federal, state, and local agencies. Page 14 Share Cite Suggested Citation: Energy production and related research are the primary focus of SC programs, although its activities have expanded to include a range of other areas, such as materials, mathematics, and earth science. SC is also the oversight, planning, policy, and support office for the energy and multipurpose research laboratories. NE provides government expertise in nuclear engineering and technology, helping to maintain economic and technological competitiveness and access to diverse energy sources. EE programs include research, development, and market deployment through private sector partnerships. FE conducts and sponsors research on fossil fuels and manages the petroleum reserves owned by the federal government. RW is responsible for the construction and operation of the high-level radioactive waste repository and Page 15 Share Cite Suggested Citation: If this site is selected, the earliest it will be able to accept waste or commercial spent fuel will be The mission of the Office of Fissile Materials Disposition MD is to provide for the safe long-term storage of all weapons-usable fissile materials and the safe disposition of surplus materials. Disposition will involve the construction of facilities to treat, pack, and store these materials. The mission of the PMAs is to market power generated at federal multipurpose water projects at the lowest possible rates consistent with sound business practices. Each PMA has a specific geographic boundary, responsibilities, and system of projects. Four of the five PMAs receive annual appropriations, but Bonneville Power Administration has been on a self-financed basis since The two remaining program offices the Office of Environment, Safety, and Health and the Energy Information Administration have no significant project responsibilities and were beyond the scope of this study. Laboratories A significant organizational component of DOE is its laboratories. The DOE laboratory system is generally considered to include 10 major multiprogram national laboratories and many smaller, more focused laboratories. All of the national laboratories and most of the

other DOE laboratories are federally funded research and development centers that are owned and funded by the government but staffed and operated by universities or private contractors. The current laboratory system can be traced back to the origins of atomic weapons development during WWII. The arrangement of government-funded facilities operated by nongovernment staff with the appropriate expertise the GOCO system became the model for the nuclear weapons laboratories, as well as for civilian atomic energy, science and engineering, and materials research and development laboratories, and for other DOE laboratories. Activities at the DOE laboratories the largest government laboratory system support four major mission areas: The laboratories employ about 56, federal and contractor people Boesman, Page 16 Share Cite Suggested Citation: Because this term is commonly used by DOE personnel the committee attempted to define it and determine how it affects DOE project performance. A culture is a set of implicit or tacit beliefs that pervades an organization and affects how it behaves and responds to its environment. It is the unstated way an organization sees itself and the way it really works, which is often very different from the formal organizational chart. Culture encompasses the values an organization holds. For example, the organizational culture of the DOE laboratories can be briefly described as science-driven, motivated to discover new knowledge, particularly about nuclear physics. Knowledge discovery is open-ended, continuous, and not easily planned and scheduled. The weapons laboratories, at least in the past, were technology-driven, motivated and organized to pursue overriding national defense goals involving nuclear technology, such as advanced weapons design, development, production, and testing. The major activities of the weapons laboratories were organized around these goals in an atmosphere of secrecy, urgency, and self-sufficiency, and other issues, such as costs, openness, public scrutiny, and environmental protection, were given less attention. Because contractors were also motivated by technology and national defense, the atmosphere was cooperative rather than competitive or adversarial and favored contracting methods that assigned no financial risk to the contractor. Little distinction was made between government personnel and contractor personnel, because all of them were working toward the same goals and shared the same views. For example, with the end of the Cold War and an acceleration of changes in mission, the culture of the national laboratories has remained predominantly scientific and technology-driven, although the focus of their activities in many cases has changed from nuclear weapons to pure science or to civilian applications. Such a shift makes members feel that the organization has lost the friendly, personal Page 17 Share Cite Suggested Citation: This description fits DOE today. DOE has found it difficult to develop a culture consistent with successful execution of its new roles. The culture throughout much of DOE headquarters and the field elements is one of preserving the status quo and can be characterized as bureaucratic and driven by process and politics. Some have favored centralization; others have given field offices and programs greater autonomy. An assistant secretary or director heads each program office. Reporting to each assistant secretary are a principal deputy assistant secretary and several deputy assistant secretaries, each of whom is responsible for a subprogram. Historically, assistant secretaries have been granted significant independence, and programs and subprograms are free to follow their own agendas, regardless of their impact on other DOE components. These vertical "stovepipes" of authority are characteristic of the department. These offices are also responsible for evaluating the results. Field offices and contractors are primarily beholden to one another and have little or no incentive to promote the interests of one program or another. However, it is not uncommon for program offices to extend their influence to a field office and its contractors. This organization makes professional project management difficult because the field offices and headquarters program offices often have different priorities, and contractors may have a difficult time deciding whose directions to follow. Poorly characterized roles and responsibilities also make it impossible to assign accountability for success or failure see Chapter 2. In the s, two major attempts have been made to reform the relationship between headquarters and the field offices in managing projects. Neither reform has been allowed to take full effect, however, and the resulting organization is even more constricted around its historic stovepipes. Creation and Demotion of the Office of Field Management In the then secretary of energy reorganized the reporting relationships between the field offices and the headquarters programs by creating the position of associate deputy secretary for field operations, who was intended to be a senior career professional with management authority over most of the

field offices, and especially the management of their projects. However, before this new organization and position could become fully functional, a new secretary of energy was Page 18 Share Cite Suggested Citation:

Chapter 2 : Hawaii DOE | School Facilities

This Program Plan is the principal control document for the US Department of Energy (DOE) Surplus Facilities Management Program (SFMP). The purpose of this document is to describe the SFMP administrative organization and its activities, and to set forth guidelines to be followed by SFMP participants.

Physical inventories are a tool to help Berkeley Lab maintain a property management system that results in the efficient management of property entrusted to its care. Property Management conducts the annual Precious Metals Inventory concurrently with the annual Physical personal property inventory held during the 2nd quarter of the fiscal year. Precious metals are specifically defined by the DOE as: Government Property or U. DOE Property upon physical receipt or as early as reasonably possible after physical receipt. To the extent possible property items must be received in the Receiving Department or at an officially designated forward delivery location. Property tagging shall be completed as part of the official receiving function for accountable and administratively controlled property. Asset Retirement All personal property that is identified by a barcode tag and recorded into the Berkeley Lab Asset Management System Sunflower is subject to inventory control and several other DOE regulatory requirements. When such property is worn out, lost, stolen, damaged beyond repair, destroyed, declared excess and disposed of or subjected to a transaction that legally removes the property from Berkeley Lab inventory control the property must be retired from Sunflower. The process is initiated by the requester completing a Request to Retire Personal Property form and submitting it to Property Management. Such property is called Administratively Controlled Property. There are some situations where an asset cannot be tagged at Central Receiving or where a barcode tag comes off during use and the asset must be re-tagged. The research conducted at the Berkeley Lab requires some of the most sophisticated equipment in the world today. In some cases, the needed equipment is not available from a commercial source and must be designed and built at Berkeley Lab. The process of building a piece of equipment on site is called a fabrication. Fabricated property is subject to the same requirements as property purchased from an outside vendor; it must be tagged, created in the Sunflower database and is subject to inventory control. Adequate security must be ensured and custodians are required to maintain continuous records of their activities utilizing the precious metals. In addition, there are a number of unannounced inspections of individual precious metals inventory and records. Periodic reviews may also be conducted to determine if precious metals quantities on hand exceed program requirements. Custodians who hold metals with no planned future need are strongly encouraged to transfer them to other researchers with stated need or return their surplus to the DOE Business Center for Precious Metals Sales and Recovery BCPMSR for reutilization by the broader national laboratory community. Berkeley Lab tracks property in possession by its subcontractors to account for all assets. GFP and SAP is usually returned to Berkeley Lab upon completion of the subcontract unless otherwise noted in the subcontract terms and conditions. Government Furnished Property GFP Any property owned by the government and made available to a subcontractor for its use during the performance of work under a specific subcontract with Berkeley Lab. Subcontractor Acquired Property SAP Any property that a subcontractor is authorized to buy under the terms of a subcontract in which the government takes title. Property may be loaned to other DOE facilities or contractors, federal agencies, or an organization that has a valid Federal contract, financial assistance agreement, treaty, international or cooperative agreement. Berkeley Lab will not procure or retain property for the purpose of making a lending agreement. Property will not be loaned to consultants for work under a consulting agreement with Berkeley Lab and property shall not be loaned to an individual. May be renewed in one-year increments 41 CFR

Chapter 3 : Surplus | Facilities Management

The Surplus Facilities Management Program (SFMP) at Oak Ridge National Laboratory (ORNL) is part of the Department of Energy's (DOE) National SFMP, administered by the Richland Operations Office. This program was established to provide for the management of DOE surplus radioactively contaminated.

Chapter 4 : DoE's Management of Excess Facilities Still Lacking

The Facilities and Infrastructure (F&I) Team is part of the Office of Asset Management within the Office of Management (MA). Under the direction of the Senior Real Property Officer, and with the support from real property holding program offices, this team develops and maintains policies and procedures for real property asset management and prov.

Chapter 5 : Property Services | Facilities Management | University of Colorado Boulder

Please note that all surplus transfers requests should be directed to the work order management system page SchoolDude Work Order System. University Surplus Property Redistribution The Valparaiso University surplus property operation is dedicated to the redistribution of University property.

Chapter 6 : Excess Services

www.nxgvision.com review of NEPA documents. Under the decentralized management concept, Richland Operations Office has been selected as the lead field office responsible for managing surplus facilities.