

Management System Description:

Environmental Management Consolidated Business Center (EMCBC) Management System (CBC MS)

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1.0 Executive Summary

The mission of the EMCBC is to provide exemplary business and technical support and resources to the Environmental Management (EM) complex and offices within the Department of Energy (DOE) Community. The EMCBC customer base includes EM Projects across the entire DOE and the EM Complex. The Director, EMCBC has been delegated Acquisition Executive Authority for Capital Asset Projects at Small Sites by memorandum from the Assistant Secretary of Environmental Management dated February 25, 2011 and the EM reorganization announced in February 2012 provides line management authority for Small Sites to EMCBC. This delegation of authority was modified to remove Nevada National Security Site and Los Alamos National Laboratory by memorandum from the Senior Advisor for Environmental Management dated July 16, 2012. The resources available to EMCBC customers include financial management, project management, cost estimating, human capital management, information management, contracting, legal services, technical support and asset management.

In working to meet the EM Goal of reducing the lifecycle cost and accelerating the cleanup of the cold war environmental legacy, the EMCBC is implementing the management systems and processes necessary to execute the business functions for assigned elements of the EM program. The EMCBC leadership of the business functions will result in more efficient mission execution and allow EM to focus resources on cleanup.

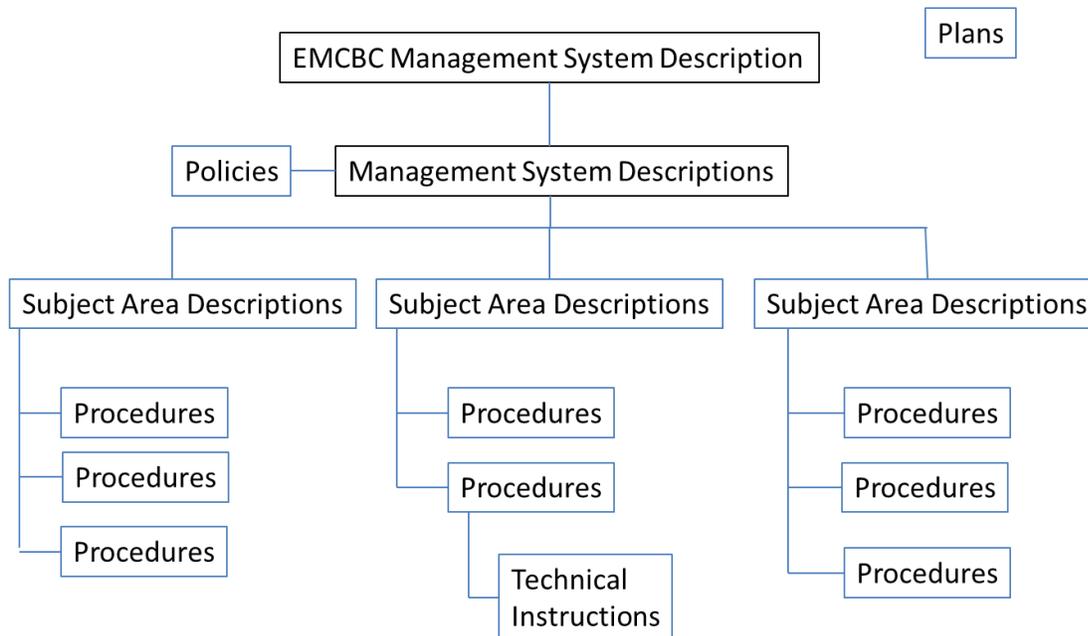
To ensure its mission is executed properly and efficiently, the EMCBC uses a web-based management tool called the EMCBC Management System (CBC MS). The CBC MS and its supporting documentation and procedures serve the organization by providing a comprehensive, well defined description of EMCBC's responsibilities, the associated authorities it operates within, and its management approaches designed specifically to deliver the above mission.

2.0 Scope of the CBC MS

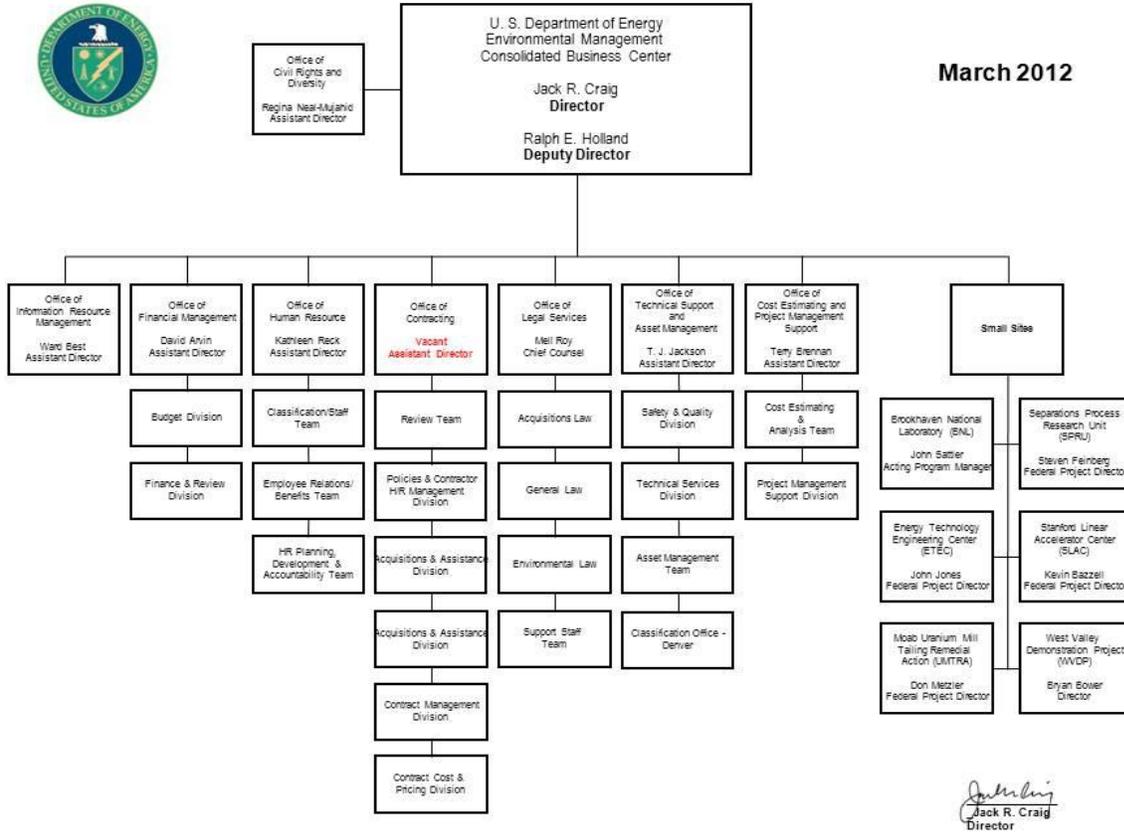
The CBC MS represents EMCBC's integrated management approach, applying assigned roles and responsibilities for the organization against the large set of applicable requirements the EMCBC must address in carrying out its mission. The Management System includes a hierarchy

of documents used to implement the functions and services provided by the EMCBC. Plans, Policies, Management System Descriptions, Subject Area Descriptions, Procedures and Technical Instructions, published within the CBC MS, serve to document EMCBC's organization and to provide a disciplined and consistent line management approach to the accomplishment of work within the DOE requirements set established through Laws, Executive Orders, Regulations, and Directives. The CBC MS fulfills the requirements of various other DOE required management systems such as the Integrated Safety Management System, the Integrated Safeguards and Security Management System, the Environmental Management System, the Quality Assurance System, and the Functions, Responsibilities, and Authorities Manual (FRAM). The CBC MS primarily focuses upon program management, DOE oversight, and business practices conducted by EMCBC Federal employees. Where appropriate, CBC MS processes/procedures describe important interface with other DOE offices, supported Small Site projects, other sites within the EM Complex, as well as EMCBC support service contractors. CBC MS content is also designed to be consistent with DOE requirements for various electronic systems (i.e., Standard Accounting and Reporting System [STARS], Strategic Integrated Procurement System [STRIPES], Draft Directives Review and Comment System [RevCom], Corporate Human Resources Information System [CHRIS], etc.).

EMCBC Hierarchy of Documents



3.0 Organization



Sites Serviced by the EMCBC



3.1 EMCBC Role: The EMCBC provides services to each Site Office on a pre-arranged basis as described in the [DOE EMCBC Service Plan](#) by providing expertise and addressing needs in the field that cannot be met with the limited resources of the Site Offices. The EMCBC provides services such as ES&H, Human Resources, Procurement, Legal and Financial to EMCBC managed sites as well as other DOE program offices, and as appropriate, other Federal agencies. The EMCBC is the central point for management of all CBC MS activities.

The EMCBC provides day-to-day management, operation, and maintenance of CBC MS to ensure reliable and efficient services to EMCBC facilities and supported sites. The EMCBC manages the CBC MS documents (i.e., subject areas, program descriptions, and guidance/policy documents) production function by providing technical editing and publishing support, and also operates, manages, and maintains the CBC MS Web application tool. The EMCBC also executes the requirements management functions of CBC MS, and maintains quality and configuration management control.

4.0 EMCBC's Line Management Approach

The EMCBC line management oversight responsibility originates from the Secretary of Energy as documented in the EM reorganization announced in February 2012, and flows down through the Under Secretary for Nuclear Security, National Nuclear Security Administration, the Assistant Secretary for Environmental Management, to the EMCBC Director and then to the various EMCBC organizational elements and their employees who monitor the day-to-day performance executed in accordance with other prime/support contracts. Where delegated authorities have been established; line management authority of Small Site Projects flow through the Site Manager/Federal Project Director or assigned Contracting Officers Representatives at the Project Level.

In addition, EMCBC Federal and contractor operations are also subject to independent DOE oversight that originates from outside of EM. This independent oversight is provided by the Office of Independent Oversight, the Office of the Inspector General, and the Office of Enforcement.

5.0 EMCBC Functions & Responsibilities

The EMCBC provides leadership and develops mission strategies, policy, procedures and guidance for its services and activities supporting EM's accelerated risk reduction and cleanup mission at assigned sites. The [EMCBC Services Plan](#) is a living document designed to identify the services and functions of the EMCBC. Functions and responsibilities include the following:

- Provide comprehensive planning and execution of procurement and financial assistance support activities for the EMCBC and Small Sites, to include acquisition and assistance planning, solicitation, award, administration, and closeout. Serve as the field component of the EM Acquisition Center (EMAC), taking a lead role in supporting EM Head of Contracting Authority (HCA) duties, providing pre/post-award support to all EM program

activities and to other DOE programs as requested, which includes cost and price analysis resources, procurement and financial assistance policy and systems support, and contractor human resources management support functions.

- Fully integrate sound cost estimating practices into assigned EM acquisition and project management processes by: Establishing cost estimating requirements and providing oversight for contractor-developed cost estimates, preparing Independent Government Cost Estimates to support EMAC activities, preparing Independent Cost Estimates to support EM project planning and execution needs, performing Independent Cost Reviews of contractor-developed cost estimates, supporting Risk Management Planning activities, and expanding our role in EM's Life-Cycle Planning processes to facilitate development of environmental liability estimates.
- The EMCBC serves as the EM Project Management Organization (PMO) for the sites that EMCBC has Acquisition Authority for: Lead EMCBC functions related to the oversight of Capital Asset Project and Operational Activities, Programs per Department of Energy (DOE) Order 413.3B, manage the Project Management Partnership with the Army Corps of Engineers, provide resources to perform required project related performance reviews, and assist EM toward resolving project data management quality issues.
- Provide effective, timely, and comprehensive Financial Management services to customers to enable mission execution. Provide a comprehensive array of budget formulation, budget execution, and financial planning support services. Provide expert resources serving as the focal point for financial oversight of internal controls, audit liaison, compliance with applicable laws & regulations, financial reviews, evaluations of contractor EVMS accounting systems, and federal financial operations at EMCBC customer sites and as requested across the DOE complex. Provide financial reporting and analysis, travel, and pay support to EMCBC customer sites, as well as PCS services for all EM field sites.
- Serve as the Lead Legal Counsel for the EMCBC, its client sites and the DOE Office of Legacy Management Field Site locations. Provide accurate, timely, comprehensive legal advice and paralegal support representation for various areas of subject matter expertise including: federal contracts law, general law, litigation, administrative matters, federal personnel law, environmental compliance and waste management, ethics, fiscal law, property, and contractor labor, pensions and benefits. Provide litigation management services and support. Process and provide legal support for Freedom of Information Act (FOIA) requests, Privacy Act (PA) requests, and Energy Employee Occupational Illness Compensation Program Act (EEOICPA) cases concerning EM and EMCBC client sites.
- Provide Human Resources management services to EMCBC and Small Sites, administer delegated examining hiring authority for the Savannah River Site and staffing services for EM HQ. Support services include: Advising senior leadership on critical human resources management programs and upcoming initiatives, developing and promulgating EMCBC policies and implementing procedures, strategic workforce planning and analysis, position management and classification, staffing and recruitment, employee benefits including work-life programs, workforce development, performance management and incentive awards, employee relations, personnel actions processing, creating and maintaining Electronic Official Personnel Folders (e-OPFs), and disposition of legacy paper OPFs for employees at EMCBC and customer sites.
- Serve as the principal advisor for EEO/Diversity and Employee Concerns Programs (ECP). Provide leadership in developing guidelines and policy to ensure EEO/Diversity objectives

and goals are met, and provide technical assistance for EEO/Diversity and ECP. Provide full-service support for the EEO/Diversity Programs, Affirmative Action Programs, oversight of Diversity operations by DOE contractors, and the ECP, to include serving as the DOE-HQ liaison for ECP documentation, actions and/or reports. Responsibilities and services to be performed include, but are not limited to: EEO compliant activities/actions are processed and tracked; create proactive discrimination prevention mechanisms, that include barrier elimination that impede free and open competition; monitor employment practices, identify and develop strategic plans to eliminate workplace barriers, if any; provide Special Emphasis Program (SEP) support; assist and advise management on matters relating to employment opportunities for minorities, women, persons with disabilities, and disabled veterans; promote EEO and diversity principles by developing special activities and/or observances; provide mandatory EEO training; implement and coordinate the participation and/or involvement in Secretarial Diversity Initiatives; provide an independent and objective avenue/process for federal and contractor employees to freely express concerns regarding the environment, safety, health and management issues; perform evaluation of the contractors' EEO and diversity programs to ensure compliance with DOE contract requirements and; manage and execute diversity recruitment programs.

- Provide high quality and comprehensive Technical Support and Asset Management to the EMCBC, closure and small sites, and the DOE Complex at large. Meet or exceed the expectations of our customer base while providing services in Emergency Management, Quality Assurance, Regulatory Compliance, Environmental Sustainability, Safety Management Systems, Contractor Oversight Assistance, Radiation Protection, Waste Management, Packaging and Transportation Management, Records Management, Safeguards and Security, Security Classification Services, Real Estate, Personal Property and Information Technology and Cyber Security.

6.0 Adopting a Standards-Based Management Approach

Using the above overall organizational description, the hierarchy of documents and the management responsibilities, as outlined in the EMCBC [Functions, Responsibilities and Authorities Document](#) (PD-411-01), EMCBC uses a standards-based management approach to clearly define the functions, responsibilities, and authorities needed to successfully execute its mission for DOE. Because EMCBC operates from many sites and because its work is executed under a set of ever changing requirements, EMCBC uses CBC MS to maintain an accurate description of its management approach.

CBC MS is built around a set of functional areas or Management Systems. The EMCBC uses CBC MS to map or assign all requirements (e.g., Federal and DOE Directives) to a specific Management System. To evaluate changes to assigned requirements, EMCBC appoints a Management System Owner for each Management System. The Management System Owner, using a representative team of Subject Matter Experts, is responsible for developing EMCBC implementation approaches and maintaining all CBC MS products (Management System Descriptions, lower-tiered Subject Areas, and CBC MS procedures). A [CBC MS Roles and Responsibilities](#) document provides an overview of its roles, responsibilities, accountabilities, and authorities.

The CBC MS hierarchy of documents for each Management System can be accessed through the [EMCBC Web site](#). The following is a brief summary of each mission within the EMCBC Management System, as currently defined in CBC MS:

Financial Management

The mission of the CBC's Office of Financial Management is to serve as the focal point for its customers on financial matters by providing direction, planning, and oversight for budget formulation and execution, financial management, the management control program, internal financial controls, financial reviews and evaluations, and audit liaison and follow-up.

Civil Rights and Diversity

The mission of the Office of Civil Rights and Diversity is to ensure equal employment opportunity and diversity in all aspects of employment at the EMCBC and customer sites; to promote equal opportunity and diversity in employment and contracting at major facility contractors; to monitor the impact of Departmental policies on minorities, minority businesses and minority institutions; to ensure that employees of the EMCBC and customer sites (federal, contractor and subcontractor) are free to raise concerns, without fear of reprisal, regarding policies and practices that adversely affect the Department's ability to accomplish its mission in a safe and efficient manner; and to assure that small businesses receive a fair and equitable share of contracts and subcontracts.

Technical Support and Asset Management

The mission of the Office of Technical Support and Asset Management (OTSAM) is to provide comprehensive and high quality services to the EMCBC, small and closure sites, and the DOE Complex. OTSAM will meet or exceed our customer's expectations in providing Technical Support and Asset Management including Regulatory Compliance, Environmental Sustainability, Safety Management Systems, Contractor Oversight Assistance, Waste Management, Transportation, Quality Assurance, Emergency Management, Security, Classification / Declassification Services, Records Management, Real Estate Services and Personal Property Support and Guidance.

Human Resources

The mission of the Office of Human Resources is to provide human resources management services to the CBC and customer sites to ensure availability of appropriate staff to support EM's accelerated cleanup and closure mission. Support services include: workforce planning and analysis, position classification; staffing; employee benefits; human resources development; employee performance management; personnel actions processing; and creating, maintaining and disposition of Official Personnel Folders (OPFs) for employees at CBC and customer sites.

Information Resources Management

The mission of the Office of Information Resource Management is to serve as the focal point for the EMCBC and Small Sites information technology elements and provide: leadership, guidance and implementation in support of the Department's E-Gov, Capital Planning & Investment Control (CPIC), and Cyber Security efforts; oversight of site remediation contractor and EMCBC support contractor IRM programs; centralization and standardization of server capabilities and configuration; centralization and standardization of Help Desk capabilities for the supported sites; centralized desktop support; standardization of common processes and requirements for the other business support functions; implementation of common systems, applications, or tools to fill user needs; and an effective on-line collaborative capability.

Legal Services

The mission of the Office of Legal Services is to provide attorney/paralegal services as needed to resolve legal issues arising at the EMCBC and client sites. These include: contract law issues; environmental law issues; supporting management in matters related to grievances, collective bargaining, ethics, Equal Employment Opportunity (EEO), request for documents under the Energy Employee Occupational Illness Compensation Program (EEOICPA), toxic tort claims,, third-party claims; Freedom of Information Act (FOIA) and Privacy Act; legal issues related to divestiture activities in anticipation of, and preparation for, site closure; and, litigation, both judicial and administrative, arising from any or all of the above. All legal services are rendered under the professional supervision and oversight of the Department's General Counsel.

Project Management

Project Management addresses EMCBC's responsibilities for the planning and execution of projects as specified in [DOE O 413.3B](#), *Program and Project Management for the Acquisition of Capital Assets*, including those involving the Critical Decision process, delivery of projects, reporting, and career development/certification. In accordance with DOE O 413.3B requirements, the EMCBC has established a Project Management Organization, whose purpose is to identify key project management requirements and provide procedures that will enable the accountable Small Site Office Managers and Federal Project Directors (FPDs) to effectively carry out their responsibilities for projects. The objective of the EMCBC Project Management System is to ensure that the EMCBC delivers its projects on schedule, within budget, and fully capable of meeting mission performance and environmental, safety, and health (ES&H) standards. The PMO is located at: [EMCBC PMO](#)

Project Management also addresses EMCBC's responsibilities for managing and reporting progress for the EM Operations Activities (OA). The EM OA focuses on an integrated management and control system with principles and policies that require operations activities to: plan all work through completion; break down scope into manageable pieces that can be assigned to responsible organizations for control of scope, schedule, and cost objectives into a plan by which accomplishments may be measured; objectively measure activity performance; and analyze significant variances and implement management actions to mitigate risks and manage

cost and schedule performance. OA are guided by the Policy for Environmental Management Operations Activities (February 28, 2012).

Cost Estimating

The mission of the EMCBC Cost Estimating and Analysis function is to: establish standards, policy, and procedures to ensure that EM cost and schedule estimates are accurate, traceable, and reliable; provide Independent Cost Estimating and Independent Cost Analysis capability to support EM acquisition and project management program requirements; provide independent cost estimating and analysis support to EM management, the EM Acquisition Advisory Board (EMAAB), and EM budget formulation processes; and lead the development and management of cost and schedule databases, methodologies, and tools needed by EM to improve and standardize its cost estimating and analysis capabilities.

Support the EM Acquisition Center (EMAC) mission by preparing Independent Government Cost Estimates required for new acquisitions and ongoing contract management actions. It is the policy of EM that the IGCE will be used as the U.S. Government's own estimated cost/price of the proposed acquisition. Its purposes are: (1) To serve as the basis for reserving funds for the contract as part of acquisition planning; (2) To serve as a basis for comparing costs or prices proposed by offerors; (3) To serve as an objective basis for assisting in determining price reasonableness in cases in which one bidder or offeror responds to a solicitation; and (4) To assist in establishing the Government's initial negotiation position (FAR 15.406-1).

Contracting and Financial Assistance

The mission of the Office of Contracting is to acquire, manage, and direct the procurement of supplies and services required to support the EMCBC staff and its customer sites. Services provided include: contract and financial assistance award and administration; contracting policies and Small Business Program administration; and, administration of the contractor human resources management activities.

7.0 Exhibits

- [CBC MS Roles and Responsibilities](#)

8.0 References

- [Acquisition Executive Authority for Capital Asset Projects at Small Sites](#)
- [Retraction Delegation of Acquisition Executive Authority for Capital Asset Projects at the Nevada National Security Site and Los Alamos National Laboratory](#)
- [EMCBC Service Plan](#)
- DOE O 413.3B, *Program and Project Management for the Acquisition of Capital Assets*