



Department of Energy

Washington, DC 20585

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MEMORANDUM FOR DISTRIBUTION

FROM:

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ACTING ASSISTANT SECRETARY FOR
ENVIRONMENTAL MANAGEMENT

SUBJECT:

Senior Site Program Managers

The purpose of this memorandum is to share with you my vision for how Senior Site Program Managers (SSPM), and the associated Headquarters (HQ) Site Teams that they lead, serve a key role within the Office of Environmental Management (EM) organization. Within the past six months, EM has been able to put SSPMs in place and establish corresponding HQ Site Teams for the following large sites: Carlsbad, Richland, Oak Ridge, Office of River Protection, Idaho, Portsmouth/Paducah, Savannah River and the National Nuclear Security Administration (NNSA) sites, which include the Los Alamos National Laboratory, Lawrence Livermore National Laboratory, Nevada Test Site, Pantex and Sandia National Laboratory. Our objective is for SSPMs to enhance communication, efficiency and coordination both between HQ and the Field Offices and among the various EM program elements, thereby leading to greater success in our mission.

The SSPMs are experienced program managers who serve as liaisons between the EM HQ and the Field Offices, to include the Federal Project Directors, on all aspects of EM program execution and operations. As the direct representatives of the EM Chief Operations Officer (EM-3) and the Director, Office of Site Support (EM-3.2), their primary responsibility is to ensure integrated coordination and resolution of specific field site and EM HQ issues - including safety, safeguards and security, technical, programmatic, budgetary, regulatory and other site support concerns. By essentially providing Field Offices with a single point of contact for focusing EM HQ action toward resolving issues of importance to their sites, SSPMs are positioned to accomplish their dual charge of both well-informed advocacy for, and independent oversight and evaluation of, each Field Office. In order to accomplish this coordination and integration role, an SSPM must maintain effective and professional working relationships with the EM senior management team both at HQ and their assigned field site. As noted, SSPMs also provide leadership for their respective HQ Site Teams, which are comprised of representatives from each EM program office who have functional responsibility for the broad range of EM programmatic activities (*e.g.*, deactivation and decommissioning, remediation, nuclear materials stabilization, off-site waste shipment, *etc.*) at that field site. Attached is a description of the SSPM role in coordination and facilitation of program actions.



I recognize that full and open communication and interactions must continue to occur between the EM Deputy Assistant Secretaries offices and the Field Offices. The establishment and implementation of the SSPM positions and the EM HQ Site Teams is in no way intended to conflict with the operating principles and/or protocols of other HQ offices or the Field Offices, for example, with the Office of Safeguards and Security/Emergency Management (EM-3.1), Office of Safety Management and Operations (EM-60), the Office of Congressional and Intergovernmental Affairs (CI). The SSPM role is to assist in providing necessary and timely resolution of crucial Field Office issues and concerns leading to the efficient execution of EM's mission at the sites. In order to ensure that EM-3 and the SSPMs are fully knowledgeable about all aspects of the EM program at their respective field sites, they need to be kept informed about major technical, programmatic and budgetary issues and all significant interactions between EM HQ managers or staff and the Field Offices. This should include ensuring that the SSPMs are on distribution for all HQ correspondence and any other official documents regarding their field sites.

If you have any questions or if you wish to suggest operational process improvement suggestions for effective EM HQ and Field Offices interactions, please contact me at (202) 586-7709; Mr. James Owendoff, Chief Operations Officer, at (202) 586-0738; or Mr. Barry Smith, Director, Office of Site Support, at (301) 903-4482.

Attachment

Distribution

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David C. Moody, Manager, Carlsbad Field Office (CBFO)
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cc:

Gerald Boyd, Manager, Oak Ridge Office (OR)
Dennis Miotla, Acting Manager, Idaho Operations Office (ID)
Jack Craig, Director, Consolidated Business Center Ohio (CBC)
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Senior Site Program Managers
Chief Operations Officer, EM-3
Coordination and Facilitation

Senior Site Program Managers (SSPM) have been established in the Office of Environmental Management (EM) Headquarter's (HQ) Chief Operations Officer (COO) to coordinate and facilitate actions required of EM HQ elements and Field organizations in advancing the EM cleanup program. The SSPMs have a role of advocacy and oversight. Individuals chosen for these Excepted Service positions are experienced program managers who have significant experience in complex programs and their integration across organizational elements. The SSPMs function to assist the EM HQ and field elements in expediting actions. The SSPMs:

- 1) Improve and facilitate coordination between EM HQ and EM field elements by serving as single-point communication bridge for cross-cutting issues;
- 2) Assist field elements to overcome the challenges and demands of project management and associated processes; and
- 3) Enhance cooperation, teamwork and support among EM HQ, field elements internal and external Integrated Project Teams, other Program Secretarial Office elements, and Department of Energy staff elements.

In performance of this role, the SSPMs will lead Site Teams at EM HQ with representatives from each of the EM HQ Deputy Assistant Secretaries. The SSPMs will utilize the HQ personnel that are identified in the EM Site Team Matrix to work expeditiously and effectively with the field elements and other HQ offices in achieving completion of cleanup work. Items of particular urgency are identified by the field elements in the Critical Needs Table. Identification of needs beyond those that are in the Critical Needs Table to EM-3 or the SSPMs that EM HQ and field elements believe require high-level attention and priority is encouraged.

In performance of these functions, the following defines the roles and communication protocols which will be employed by the SSPMs:

Field Interfaces:

1. SSPMs will have frequent communication with assigned field staff to discuss specific issues and actions requiring integration and coordination for resolution.
2. SSPMs will maintain knowledge of field programs and operations and contractor performance through periodic site visits and participation in scheduled field reviews.
3. SSPMs will maintain contact with Federal Project Directors to discuss project performance status and issues.
4. SSPMs shall assist the field by coordinating review and approval actions of HQ elements to deliver needed programmatic decisions/approvals.

5. SSPMs will serve as the EM HQ contact for cross-cutting requests for action to the field.
6. SSPMs will not issue direction to the field. Field direction will continue to come from the Assistant Secretary or the COO.

EM Headquarters:

1. SSPMs will use the EM HQ Site Teams to identify field site issues and coordinate required support actions.
2. SSPMs will identify issues requiring DAS coordination to the COO and Deputy COO for further action as necessary.
3. SSPMs will coordinate correspondence actions with external DOE HQ elements to obtain required concurrences/approvals.
4. SSPMs will be included on cc: distribution for all HQ correspondences and communiqués from their assigned site with the exception of matters related to human capital, personnel management, budget or procurements that are confidential or sensitive.

Senior Site Program Manager Assignments (as of March 31, 2009)

Site	SSPM	Office Phone
Richland	Craig West	202-586-9559
Office of River Protection	Sunil Patel (A)	202-586-3025
Carlsbad	John Moon	202-586-3080
Portsmouth/Paducah Project Office	Joanne Lorence	202-586-2433
Idaho	Phil Altomare (A)	301-903-7476
Savannah River Site	Barry Smith (A)	301-903-4482
Oak Ridge	Fred Butterfield	202-586-3110
NNSA Sites	John Moon	202-586-3080

(A)=Acting