

**U. S. Department Of Energy (DOE)
Office Of Environmental Management (EM)
Standard Operating Policies and Procedures (SOPP)**

Title: Capital Asset Project Critical Decision Approval Process

EM ORG: EM-11 SOPP #: 41

Revision #: 1

Effective Date: April 01, 2011

- 1. POLICY:** This Office of Environmental Management (EM) process is defined as essential at the Headquarters (HQ) and Site level for approving or endorsing Critical Decisions (CD) and committing resources to proceed to the next phase of a project's life cycle within the EM Program.

- 2. OBJECTIVES:** The purpose of this procedure is to establish the Environmental Management Program and Site actions and responsibilities required to support the Department's Energy Systems Acquisition Advisory Board (ESAAB) and the Environmental Management Acquisition Advisory Board (EMAAB) processes for the approval of CDs in accordance with the Department of Energy (DOE) Order (O) 413.3B for all EM capital asset projects. This guide also provides the framework for development of Site level processes and procedures, including a Site level Acquisition Advisory Board process, in compliance with formal delegation of approval authority from the PSO to Site level management.

- 3. CANCELLATIONS/REVISIONS:** This SOPP revises the previous version of SOPP#41, "Capital Asset Project Critical Decision Approval Process, Revision #0, June 1, 2008."

- 4. APPLICABILITY:** The provisions of this procedure will apply to all EM HQ and Field/Site organizations responsible for the execution of capital asset projects in the EM Program.

- 5. REFERENCES:**
 - a. DOE Order 413.3B, Program and Project Management for the Acquisition of Capital Assets, dated November 29, 2010.
 - b. Memorandum from EM-1 to the Acting EM-10, "Delegation of Approval Authority for Supporting Documents for Office of Environmental Management Capital Asset Cleanup Projects," dated October 22, 2010.
 - c. Site-specific memoranda for Delegation of Acquisition Executive Authority for Capital Asset Projects with a Total Project Cost (TPC) of less than \$100M dated February/March 2011.

- 6. CONTACT:** Office of Project Assistance and Assurance, EM-11, Lowell Ely, (301) 903-5747

7. DEFINITIONS:

- a. Acquisition Executive (AE): The Senior Executive Service manager designated with the authority to approve/disapprove Critical Decisions for Non-Major System Line Item Construction and Capital Asset Projects. The AE may be the Under Secretary, the Program Secretarial Officer or the Site Manager, depending on the Total Project Cost and Critical Decision authority thresholds.
- b. Critical Decision (CD): A formal determination or decision at a specific point in a project's life-cycle that allows the project to proceed to the next phase and commit resources. CDs are used as review points to ensure the Program Secretarial Office (PSO) and Secretarial Acquisition Executive (SAE) or AE that the project is ready to proceed to the next phase and that the mission need remains valid.
- c. Deputy Assistant Secretary (DAS): The DAS is responsible for managing the assigned program elements and supporting the PSO in the management of the overall EM program including providing advice on critical decision actions.
- d. Energy Systems Acquisition Advisory Board (ESAAB): An advisory body to the SAE, comprised of senior DOE Management and Program Secretarial Officers (e.g., GC, HS, SC, OECM, NNSA, MA, CFO, etc.). The ESAAB meeting is a major part of the process wherein the SAE reviews and makes critical decisions on Major System projects.
- e. ESAAB Readiness Review Meeting (Pre-ESAAB Meeting): The PSO or designee will conduct an ESAAB Readiness Review Meeting in preparation for forwarding CD actions to the SAE for approval. This meeting facilitates review of the proposed CD by staff to the ESAAB Board members. Any issues raised at the ESAAB Readiness Review Meeting should be resolved before conducting the ESAAB meeting.
- f. Environmental Management Acquisition Advisory Board (EMAAB): An advisory body to the Program Secretarial Officer comprised of EM Deputy Assistant Secretaries and other non-EM personnel (see Attachment A). The EMAAB Meeting is a major part of the process wherein the Program Secretarial Officer as AE within EM reviews and makes critical decisions for "Non- Major Line Item Construction and Capital Asset Projects" within the Program Secretarial Officer's authority. The EMAAB will also convene to review and make recommendations on (1) Non-major System Projects before forwarding them to the Under Secretary and (2) Major System Projects before forwarding them to the SAE for final decision.
- g. Federal Project Director (FPD): The FPD is the DOE employee assigned the responsibility and accountability for all project

management activities including oversight of the project and is the single point of contact between the government staff and the contractor staff on all matters relating to the project and its execution, including preparing and presenting CD actions to the SAE/AE.

- h. Field Elements: These are organizations (e.g., Operations Office, Area Office, or Field Office) responsible for oversight of the project in the field.
- i. Major System Projects: Any line item construction project or capital asset project with a TPC of \$750M or greater or any other project designated a Major System by S-2. Projects may be classified as major systems either solely by S-2 or by S-2 in response to recommendations from the appropriate PSO or head of a Departmental Element.
- j. Non-Major System Projects: All line item construction projects and capital asset projects with a TPC less than \$750M.
- k. The Office of Engineering and Construction Management (OECM): This office is responsible for establishing DOE's project management requirements including the ESAAB process; they also serve as the ESAAB Secretariat.
- l. Office of Project Assistance and Assurance (EM-11): This office serves as the EMAAB Secretariat and is responsible for facilitating the Pre-EMAAB, EMAAB, and ESAAB Readiness Review processes, as well as supporting OECM in the SAE ESAAB process.
- m. Pre-EMAAB Meeting: A meeting held in preparation for forwarding actions to the Program Secretarial Officer as the Acquisition Executive within EM for review and decision. Any issues raised at the Pre-EMAAB meeting should be resolved prior to conducting the EMAAB meeting.
- n. Secretarial Acquisition Executive (SAE): S-2 is the designated SAE for the Major Systems projects ESAAB process and has the authority to approve/disapprove all CDs or delegate AE authority.
- o. Site level Acquisition Advisory Board (SLAAB): An advisory body to the Site level Acquisition Executive in accordance with approval authority granted via formal delegation from the Program Secretarial Officer (see reference item c. in Section 5 of this document). The SLAAB is comprised of a cross-functional group of site level representatives from areas including project management, safety and security, technical and regulatory support, programmatic planning, budget, acquisitions and contracts and general counsel.

8. REQUIREMENTS:

- a. Critical Decision Package
 - i. The FPD will ensure the documentation and requirements

established in DOE O 413.3B for critical decisions are submitted to EM Headquarters through EM-11 for review and comment at least 30 days prior to the targeted date for the Pre-EMAAB, EMAAB, Pre-ESAAB or ESAAB meeting(s).

- ii. Documents and requirements generated for approval by the Site level Acquisition Executive should be submitted in accordance with the Site level's developed and approved Acquisition Advisory Board processes and procedures.
- b. Records
 - i. All official critical decision records will be maintained in the EM correspondence center. In addition, EM-11 will maintain a copy of all decision memorandums and related documents on the EM portal.
 - ii. Critical decision records and other key project documentation should also be maintained by the Site office that is responsible for the project.
- c. Training
 - i. None required at this time.

9. ROLES & RESPONSIBILITIES (for Head-Quarters level decisions):

- a. Deputy Assistant Secretary for Project Management (EM-10)
 - i. Serve as the approving authority for Acquisition Strategies, Preliminary and final Project Execution Plans, and Integrated Project Teams Charters for Non-Major System projects in accordance with reference item b. in Section 5 of this document.
 - ii. Chair the pre-EMAAB and pre-ESAAB/ESAAB Readiness Review meetings.
- b. Program Secretarial Officer (when acting as EM Acquisition Executive)
 - i. Chair EMAAB meetings.
 - ii. Review project status with EMAAB members, render decisions, and inform EM-11 to prepare a decision memorandum, or endorse CD recommendation to proceed to the S-2 ESAAB Meeting for final decision on Major System Projects or to proceed to the Under Secretary on Non-Major System Projects outside the authority of EM.
 - iii. Sign the decision memorandum.
- c. EM-11 Site/Project Liaison
 - i. Review documents and draft briefing for technical content
 - ii. Assist Site to finalize documents and draft presentation
 - iii. Prepare recommendation and decision memorandums and

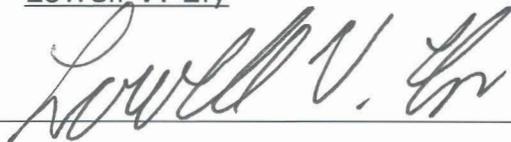
- provide pertinent materials for assembly into CD package.
- d. EM-11 EMAAB Secretariat Administrator
 - i. Serve as focal point for the CD review and approval process to ensure the requirements of DOE O 413.3B are met.
 - ii. Distribute CD documents (30 days) and briefings (7 days) to EMAAB members for review and comment (documents are released by EM-11 Office Director only) prior to the EMAAB meeting.
 - iii. Consolidate comments and provide to the FPD.
 - iv. Schedule pre-EMAAB, ESAAB Readiness Review, and EMAAB meetings through EM-10 Executive Assistant.
 - v. Prepare meeting minutes (include attendance list) within three (3) working days.
 - vi. For EMAAB meetings, assist coordination with OECM for concurrence; for S-2 ESAAB meetings, provide OECM briefing and assist OECM as necessary.
 - vii. Maintain copies of all documents and decisions on the EM portal.
 - e. EMAAB Members
 - i. Review CD documents and briefing and provide comments to EMAAB Secretariat (EM-11).
 - ii. Attend all CD meetings, discuss project, and provide advice to AE.
 - iii. Concur on all CD documents and decision memorandums
 - f. Site Manager
 - i. Review and approve Critical Decision packages for projects within the Site Manager's Acquisition Executive Authority.
 - ii. Assist with CD briefing and documents as necessary on projects outside of the Site Manager's Acquisition Executive Authority.
 - g. Federal Project Director
 - i. Prepare necessary CD documents including the briefing and revise as necessary.
 - ii. Submit CD documents to EM-11.
 - iii. Present CD briefings at Pre-EMAAB, ESAAB Readiness Review, EMAAB, and ESAAB meetings, and respond to comments, questions, or concerns raised at the meetings.
 - iv. Pre-brief EM-1, 2, 3 and/or 10, as necessary.
 - h. Contractor for project
 - i. Support the FPD in preparation of the CD package and documents as requested.
 - ii. Correspondence Center
 - iii. Maintain the official CD file.

10. PROCEDURES (for Head-Quarters level decisions): See attached flowchart. Additional actions below are intended to augment the flowchart.

- a. Federal Project Director
 - i. Notify EM-11 requesting an EMAAB meeting.
 - ii. Prepare documents and draft briefing and submit to EMAAB Secretariat Administrator and EM-11 Site Liaison for review and comment.
- b. EM-11 Site Liaison
 - i. Work with FPD to revise final documents and briefing package based on recommended changes, comments and suggested changes.
 - ii. Prepare recommendation memorandum for EM-10, approval memorandum, IPR memorandum for EM- 1, if necessary, and provide all material including meeting minutes to EM-11 Secretary for assembly into CD package.
- c. EM-11 EMAAB Secretariat Administrator
 - i. Complete Pre-EMAAB, ESAAB Readiness Review and EMAAB meeting request forms to schedule the meetings.
 - ii. Obtain conference rooms, set up video and conference call number for Forrestal, Cloverleaf, and participating Site Office.
 - iii. Take notes on recommended changes, comments, and suggested changes to briefing/documents.
 - iv. Review briefing and documents for consistency and compliance with Departmental policy.
 - v. Prepare sign-in sheets.
 - vi. Make 20 copies of briefing, if necessary.
 - vii. Ensure room is ready and go over final instructions with FPD.
 - viii. Issue meeting minutes within three (3) working days.
 - ix. Request ESAAB Secretariat (OECM) to schedule ESAAB meetings with S-2 (Major Systems only).
 - x. Assist OECM in preparing for ESAAB meetings.
- d. EM-11 Office Director
 - i. Review and return to EM-11 staff for corrections, if necessary, concur on all documents and memorandums for EM-10 or AE approval, and sign IPR memorandum and CD memorandum.
 - ii. Pre-brief EM-10 prior to Pre-EMAAB, EMAAB, Pre-ESAAB and ESAAB meetings.
 - iii. Distribute all Pre-EMAAB, EMAAB, Pre-ESAAB and ESAAB meeting material within EM to EMAAB members.
- e. EM-1 Scheduler
 - i. Notify EMAAB members of meeting.
 - ii. Set up video conference and call in number, if necessary.
 - iii. Distribute final briefing.

- f. EM-11 Secretary
 - i. Formalize all memorandums and concurrence page.
 - ii. Assemble CD package in accordance with EM requirements.
 - iii. Obtain E-STARS number, if necessary, provide to EM-11.
- g. EM-10 Secretary
 - i. Provide signed copy of memorandum by e-mail to EM-11.
 - ii. Update E-STARS.
 - iii. Send package to correspondence center for distribution.
 - iv. PDF final signed packages to FPD and save on EM portal.

Approved by: Lowell V. Ely

Signature: 

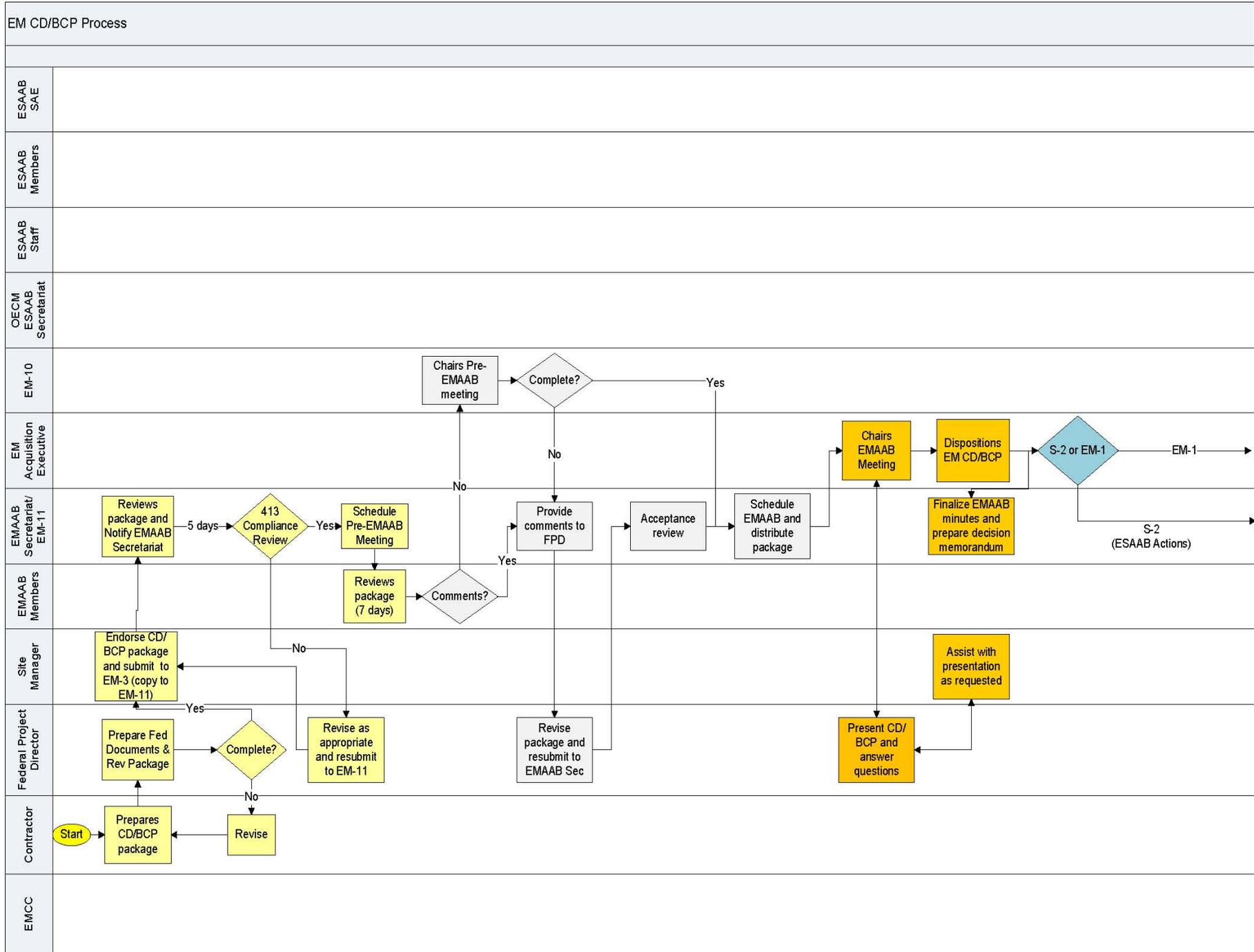
Name & Title: Lowell V. Ely, Acting Deputy Assistant Secretary for the Office of Project Management, EM-10

Date: 5/27/11

SOPP #41, Rev. 1 - Attachment A
(dated 2/01/2011)

The **Environmental Management Acquisition Advisory Board (EMAAB)** will consist of the following members/advisors:

AE:	- Under Secretary, EM-1 or SES Manager as delegated
Permanent Members:	<ul style="list-style-type: none"> - Principal Deputy Assistant Secretary (EM-2) - Chief Operations Officer (EM-3) - Chief Business Officer (EM-4) - Deputy Assistant Secretary (DAS) for Project Management (EM-10) - DAS for Safety and Security Program (EM-20) - DAS for Technology Innovation and Development (EM-30) - DAS for Technical and Regulatory Support (EM-40) - DAS for Program and Site Support (EM-50) - DAS for Program Planning and Budget (EM-60) - DAS for Human Capital & Corporate Services (EM-70) - DAS for Acquisition and Contract Management (EM-80) - EM Recovery Act Program (EM-3.1) - Management System and Analysis (EM-4.1) - SC-81 Construction Management Support Division - NA-56 Environmental Projects and Operations (for projects at NNSA Sites) - GC-50 Office of General Counsel
Permanent Invitees	- MA-50 Office of Engineering and Construction Management (OECM)
Ad Hoc Members:	<ul style="list-style-type: none"> - EM Office of Safeguards and Security (EM-24) - Large Site Support (EM-51) - Small Site Completion (EM-52) - Office of Construction Project Reviews and Assurance (EM-12) - Office of Procurement Planning (EM-81) - Office of Contract Assistance (EM-82) - Office of Program Analysis and Evaluation (CF-20 or PA&E) when CD-0 is being considered - Other organizations including a Field Office Representative as requested by the AE, Office of Legacy Management (LM), Office of Health, Safety and Security (HSS), Office of Management (MA), Office of the Chief Financial Officer (CFO), Office of Congressional and Intergovernmental Affairs (CI)
Presenter:	- Federal Project Director (FPD)
Secretariat:	- Office of Project Assistance and Assurance (EM-11)



EM CD/BCP Process

