

U.S. Department of Energy

Washington, D.C.

NOTICE

DOE N 1100.32

EXPIRES. 4-1-93
4-1-94

SUBJECT: DEPARTMENTAL ORGANIZATION AND MANAGEMENT

Effective immediately, I have approved changes in the Departmental organization structure reflected in the chart at Attachment 1. To accomplish this organization concept, Departmental components and functions are being realigned as described below. Principal objectives of the new concept are to:

- Make clearer assignments of responsibility.
- Establish a more streamlined and mission oriented Headquarters structure.
- Have internal oversight, management, and central staff functions report directly to the Office of the Secretary;
- Structure line programs and related functions to form three areas of mission responsibility comprised as follows:
 - Energy Programs;
 - Weapons/Waste Cleanup and related functions; and
 - Science and Technology Programs.
- Assign to Headquarters the primary responsibility for program and policy development, planning, guidance, and oversight.
- Assign clear responsibility for daily operations to field elements which will participate in the formulation of program plans and development of Departmental policy.
- Define the day-to-day management oversight roles of the Deputy Secretary and the Under Secretary with respect to specific organizations comprising the Energy programs, the Weapons/Waste Cleanup Programs, and the Science and Technology Programs.

REPORTING TO THE OFFICE OF THE SECRETARY

1. Integrate into the Office of Inspector General the administrative and investigative activities (from the former Office of Contractor Employee Protection) required to followup on contractor employee complaints of reprisal.

DISTRIBUTION:
All Departmental Elements

INITIATED BY:
Office of the Secretary

2. Expand the role and functions of the Office of General Counsel as follows:
 - a. Realign the Economic Regulatory Administration as a separate component within the Office of General Counsel.
 - b. Transfer nuclear safety enforcement legal (Price-Anderson Amendments Act enforcement) functions from the former Office of Nuclear Safety.
3. An Assistant Secretary for Congressional, Intergovernmental, and International Affairs consisting of the following components:
 - a. The current Assistant Secretary for Congressional, Intergovernmental and Public Liaison organization, except the consumer and public liaison functions which are reassigned to the Office of Public and Consumer Affairs.
 - b. International affairs functions of the former Assistant Secretary for Domestic and International Energy Policy, except the international energy policy function noted below.
4. Retitle the current Office of Public Affairs as the Office of Public and Consumer Affairs, and reassign the functions and staff of the Office of Consumer and Public Liaison from the current Office of the Assistant Secretary for Congressional, Intergovernmental and Public Liaison.
5. A new Assistant Secretary for Policy, Planning and Program Evaluation comprised of the following components:
 - a. Policy, planning, and analysis and international energy policy segments of the current Office of the Assistant Secretary for Domestic and International Energy Policy.
 - b. Energy emergency planning and analysis activities from the former Office of Emergency Planning and Operations.
 - c. A new Program Evaluation function to be created with responsibility for establishing program evaluation criteria.
 - d. The Office of Minority Economic Impact.
6. A new Assistant Secretary for Human Resources and Administration comprised of the following components:
 - a. The current Office of Procurement, Assistance and Program Management, except the program/project management and control functions which will be reassigned to the Office of the Associate Deputy Secretary for Field Management.

- b. All of the current Office of Administration and Management, except the following:
 - (1) Office of Scientific and Technical Information which will be reassigned to report to the new Office of Science Education and Technical Information in the Science and Technology Programs area; and
 - (2) Facilities and energy management functions from the Office of Organization, Resources and Facilities Management which will be reassigned to the Office of the Associate Deputy Secretary for Field Management.
 - c. The Office of Small and Disadvantaged Business Utilization.
- 7. Consolidate the Board of Contract Appeals into the current Office of Hearings and Appeals. (Internal structure will maintain a separate Board of Contract Appeals for rendering decisions pertaining to contracts disputes and related issues.)
 - 8. Maintain current Office of Chief Financial Officer.
 - 9. Expand the role of the current Office of the Assistant Secretary for Environment, Safety and Health (except the Resident Programs Staff which will be incorporated into Operations Offices where incumbents are duty stationed) to include responsibilities for nuclear safety policy and standards development and oversight.
 - (1) Nuclear Safety Policy and Standards activities from the Office of the Assistant Secretary for Nuclear Energy.
 - (2) Former Office of Nuclear Safety, except the legal functions of the Nuclear Safety Enforcement Division (Price-Anderson Amendments Act enforcement functions) which transfer to the Office of General Counsel and the staff of the Resident Programs Division which will be incorporated into the Operations Office or other field offices where incumbents are duty stationed.
 - (3) Maintaining liaison with the Defense Nuclear Facilities Safety Board and coordination of Departmental responses and interactions on Board recommendations. (The current Office of the Departmental Representative to the Defense Nuclear Facilities Safety Board will be abolished and the staff reassigned.)
 - (4) Separate organizational units will be established to assure that the oversight function remains independent of policy development.

10. A new Office of the Associate Deputy Secretary for Field Management is established to report to the Office of the Secretary with responsibility for strategic planning for all field elements and management coordination and oversight of the multi-purpose Operations Offices, including assignment of work, resource allocations, infrastructure requirements, and landlord responsibilities.
- a. To accomplish this role, the following functions will be transferred to the Office of the Associate Deputy Secretary for Field Management:
- (1) The program/project management and control functions (current Business Management Review functions are being redirected to assist in assessing implications of current and proposed Departmental policies on field execution of programs) will be transferred from the Office of Procurement, Assistance and Program Management and the facilities, real property, and utility/energy management functions from the Office of Administration and Management.
 - (2) The management of infrastructure resources functions will be transferred from the Deputy Science and Technology Advisor for Civilian Laboratories, Office of Energy Research.
- b. A title change from DOE Field Office to Operations Office is consistent with the intended role of the following offices in matrix support of two or more Program Management organizations.
- (1) Albuquerque Operations Office;
 - (2) Chicago Operations Office;
 - (3) Idaho Operations Office;
 - (4) Nevada Operations Office;
 - (5) Oak Ridge Operations Office;
 - (6) Richland Operations Office;
 - (7) San Francisco Operations Office; and
 - (8) Savannah River Operations Office.
11. ADVISORY COMMITTEES. As directed by the President's Executive Order on "Termination and Limitation of Federal Advisory Committees," a review of all currently chartered DOE committees is being conducted, and a report on this assessment will be submitted to the Office of Management and Budget by mid-May 1993. Pending a decision on the disposition of each of the current DOE boards and committees, activities of the Secretary of Energy Advisory Board and all related Task Forces are being suspended. The Office of the Secretary of Energy Advisory Board which has performed staff support to the Secretary and oversight of the Board and Task Forces will be abolished and the staff reassigned.

REPORTING TO THE DEPUTY SECRETARY - ENERGY PROGRAMS

1. The Energy Programs area of mission responsibility encompasses Departmental energy research, development, demonstration, and information programs which have near-term application.
2. Specific organizations are as follows:
 - a. Organizations reassigned without change at this time, are:
 - (1) Office of the Assistant Secretary for Fossil Energy;
 - (2) Office of Civilian Radioactive Waste Management; and
 - (3) Energy Information Administration.
 - b. Retitle the Assistant Secretary for Conservation and Renewable Energy to Assistant Secretary for Energy Efficiency and Renewable Energy and reassign oversight of all Power Marketing Administrations, as described below.
 - c. Office of the Assistant Secretary for Nuclear Energy, retitled the Office of Nuclear Energy, except the Idaho and Oak Ridge Operations Offices which are reassigned to report to the Office of the Associate Deputy Secretary for Field Management and the nuclear safety policy and standards functions being reassigned to the Assistant Secretary for Environment, Safety and Health as discussed previously. The structural relationship of the Naval Reactors Program within the Office will not be changed.
 - d. The Alaska, Bonneville, Southeastern, Southwestern, and Western Area Power Administrations will report to the Office of the Deputy Secretary which will provide management oversight. Washington staffs of the Power Marketing Administrations will be consolidated into a single staff within the Office of the Deputy Secretary to coordinate DOE Headquarters activities.

REPORTING TO THE UNDER SECRETARY

WEAPONS/WASTE CLEANUP PROGRAMS

1. The Weapons/Waste Cleanup Programs area of mission responsibility includes:
 - a. Program management of the nuclear weapons research, development, testing, and production; nuclear waste cleanup; and site environmental restoration;
 - b. Related National security and operational support to program management;

2. Specific organizations are as follows:
 - a. Current Assistant Secretary for Defense Programs with the following changes:
 - (1) Albuquerque, Nevada, and Savannah River Operations Offices will report to the Office of the Associate Deputy Secretary for Field Management as described above; and
 - (2) Deputy Science and Technology Advisor (Defense) functions are transferred to the Office of Laboratory Management, as described below.
 - b. Current Assistant Secretary for Environmental Restoration and Waste Management, except the Richland Operations Office which is being reassigned to report to the Office of the Associate Deputy Secretary for Field Management.
 - c. A new Office of Intelligence and National Security is established by consolidating the following organizations, functions, and activities:
 - (1) All of the current Offices of Arms Control and Nonproliferation, Security Affairs, and Intelligence;
 - (2) Functions and activities associated with operational emergency planning and the management of the Emergency Operations Center from the former Office of Emergency Planning and Operations.

SCIENCE AND TECHNOLOGY PROGRAMS

1. The Science and Technology Programs area of mission responsibility represents the Department's role in meeting the Nation's future science and technology needs. In addition to direct management of research, development, and scientific information programs, there is a major responsibility for the effective planning, utilization, and management oversight of the Department's research and development laboratories.
2. Specific organizations are as follows:
 - a. An Office of Energy Research, except the Chicago and San Francisco Operations Offices which are reassigned to report to the Office of the Associate Deputy Secretary for Field Management and the activities transferred below, will continue responsibility for management of assigned research programs and for advising the Secretary on research and development matters.

- b. A new Office of Science Education and Technical Information is established by transfer of the University and Science Education Programs from the Office of Energy Research and transfer of the Office of Scientific and Technical Information from the Office of Administration and Management.
- c. A new Office of Laboratory Management is established by transfer of responsibilities for institutional policy and oversight and other functions related to utilization of the Department's multi-program laboratories as follows:
 - (1) Institutional planning and coordination responsibility for specific laboratories from Defense Programs, Nuclear Energy, Environmental Restoration and Waste Management, and Energy Research;
 - (2) Deputy Science and Technology Advisor (Defense) functions from the Office of the Assistant Secretary for Defense Programs; and
 - (3) All functions of the Office of Technology Utilization and the Science and Technology Advisor for Civilian Laboratories, except management of infrastructure resources functions which will be transferred to the Office of the Associate Deputy Secretary for Field Management, from the Office of Energy Research.

IMPLEMENTATION

Approved changes will be implemented as quickly as practicable under the guidance and direction of the Assistant Secretary for Human Resources and Administration who will develop a timetable for accomplishing the task and keep me informed of the progress being made.

One important element of the implementation task is the distribution of management, support, and other indirect staff positions, not specifically distributed in the actions above, but which are affected by the reassignment of major functions and/or program elements. In this effort, I expect the Assistant Secretary for Human Resources and Administration to have the lead.

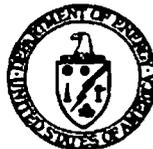
However, I also expect that all Secretarial Officers will review their respective organizations and use of staff resources. This should include tasks to clarify missions and functions, streamline internal organization structures, and eliminate overlaps to assure a sharper focus on mission accomplishment and more efficient use of staff resources. Revised full-time-equivalent (FTE) allocations will be issued for each of the successor organizations as soon as possible after resolution of questions on distribution of staff resources arising during the implementation process.

Reporting relationships of field elements, other than Operations Offices and Power Marketing Administrations, as described above, are not affected by this action. However, it is my intent to request that the Assistant Secretary for Human Resources and Administration lead a review of all such reporting and administrative support arrangements as soon as possible to determine whether there are more effective management alternatives to be considered and if more efficient use of staff resources is possible. Until that review is completed, I expect that field managers will examine their internal organization structures, including use of staff resources, and propose changes to make them more mission oriented, streamlined, and consistent with programmatic redirection.

Issuance of this Notice cancels Secretary of Energy Notices (SEN), SEN-6E-92, DEPARTMENTAL ORGANIZATIONAL AND MANAGEMENT ARRANGEMENTS, of 2-21-92; SEN-10G-92, AUTHORITIES AND RESPONSIBILITIES OF THE DEPUTY SECRETARY AND UNDER SECRETARY, of 4-10-92; SEN-23-90, SUPPORT FOR SCIENCE, MATHEMATICS AND ENGINEERING EDUCATION, of 5-21-90; and SEN-33-91, DEPARTMENTAL MANAGEMENT OF SCIENCE AND TECHNOLOGY, of 7-15-91.

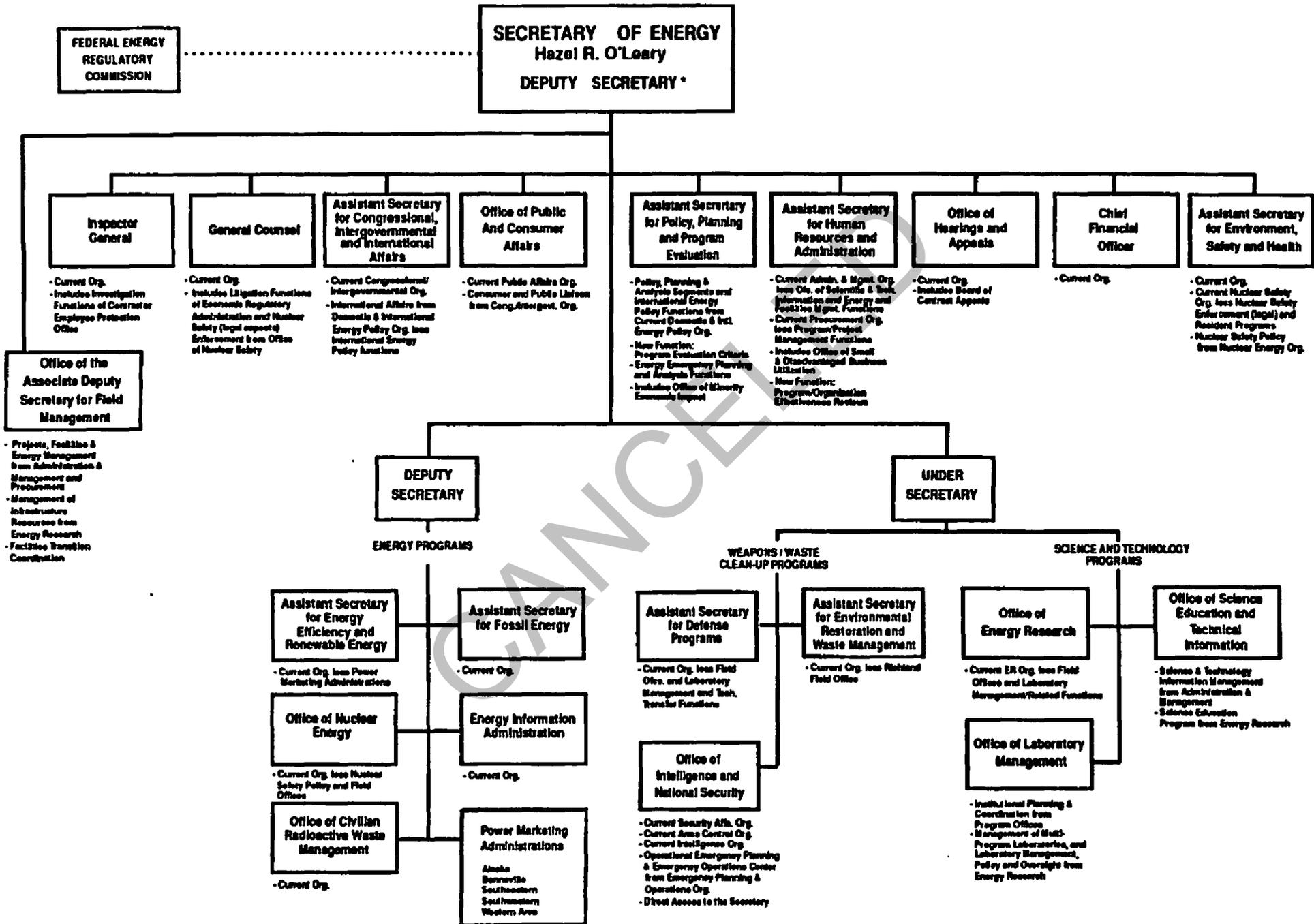
A review of all current Departmental Directives (Orders, Notices, and Secretary of Energy Notices) will be coordinated by the Assistant Secretary for Human Resources and Administration to assure that necessary modifications are made.

A table showing the realignment of organization elements and functions from the old to the new structure is at Attachment 2.



HAZEL R. O'LEARY
Secretary of Energy

DEPARTMENT OF ENERGY



* Deputy Secretary oversees Energy Programs and serves as Chief Operating Officer of the Department within the Office of the Secretary.

ORGANIZATIONAL REALIGNMENTS

<u>Present Organization/ Function</u>	<u>New Reporting Organization</u>
<i>Office of the Secretary/ Deputy Secretary</i>	Office of the Secretary/ Deputy Secretary
<i>Office of the Under Secretary</i>	Office of the Under Secretary
<i>Federal Energy Regulatory Commission</i>	Federal Energy Regulatory Commission
<i>Office of Inspector General</i>	Office of Inspector General
<i>Office of Nuclear Safety</i>	
- Resident Programs Division	Abolished (Staff to be reassigned) 1/
- Legal functions and staff of the Nuclear Safety Enforcement Division	Office of General Counsel
- All remaining organizations and functions	Assistant Secretary, Environment, Safety and Health
<i>Office of the Secretary of Energy Advisory Board</i>	Abolished (Staff to be reassigned) 1/
<i>Office of Scheduling and Logistics</i>	Abolished (Function to be performed in the Office of the Secretary) 1/
<i>Assistant Secretary, Conservation and Renewable Energy</i>	Assistant Secretary, Energy Efficiency and Renewable Energy (Title change)
- Power Marketing Administrations	Report to the Deputy Secretary
<i>Assistant Secretary, Domestic and International Energy Policy</i>	Title abolished
- Policy, Planning and Implementation	Assistant Secretary, Policy, Planning and Program Evaluation
- Economic and Environmental Policy	Assistant Secretary, Policy, Planning and Program Evaluation

Current organization titles are *italicized*.
Titles of new organization are shaded.

1/ FTE savings and personnel to be redeployed.

- Deputy Assistant Secretary, Technology Cooperation	Title abolished
. Technology Policy Office	Assistant Secretary, Policy, Planning and Program Evaluation
. International Technology Cooperation Office	Assistant Secretary, Congressional, Intergovernmental and International Affairs
- Deputy Assistant Secretary, International Affairs	No Change in title
. International energy policy functions	Assistant Secretary, Policy, Planning and Program Evaluation
. All remaining International Affairs functions	Assistant Secretary, Congressional, Intergovernmental and International Affairs
- Export Assistance	Abolished (Department of Commerce function) 1/
- Office of Resource Management	Transfer staff and resources to Asst. Secretary organizations to which other functions are assigned 1/
Assistant Secretary, Congressional, Intergovernmental and Public Liaison	Assistant Secretary, Congressional, Intergovernmental and International Affairs
- Consumer and Public Liaison Office	Office of Public and Consumer Affairs
- All remaining organizations and functions	Assistant Secretary, Congressional, Intergovernmental and International Affairs
Assistant Secretary, Fossil Energy	Assistant Secretary, Fossil Energy
Office of General Counsel	Office of General Counsel
Office of Energy Research	Office of Energy Research
- Deputy Science and Technology Advisor for Civilian Labs	
. Management of Infrastructure Resources Functions	Office of the Associate Deputy Secretary for Field Management
. All remaining Science and Technology Advisor for Civilian Labs functions	Office of Laboratory Management

1/ FTE savings and personnel to be redeployed.

- Office of Technology Utilization
- Office of Space

- Office of University and Science Education Programs

- DOE Field Offices
 - . DOE Chicago Field Office
 - . DOE San Francisco Field Office
- All remaining organizations and functions

Energy Information Administration

Office of Minority Economic Impact

Office of Procurement, Assistance and Program Management

- Associate Director for Program/Project Management and Control

- All remaining organizations and functions

Office of Public Affairs

Economic Regulatory Administration

Office of Hearings and Appeals

Office of Small and Disadvantaged Business Utilization

Board of Contract Appeals

Office of Laboratory Management

Abolished
(Space programs coordination function to be absorbed into Office of Director of Energy Research) 1/

Office of Science Education and Technical Information

Retitled as Operations Offices reporting to the Associate Deputy Secretary for Field Management

- Chicago Operations Office
- San Francisco Operations Office

Office of Energy Research

Energy Information Administration

Assistant Secretary, Policy, Planning and Program Evaluation

Title abolished, with functions reassigned to the Office of the Associate Deputy Secretary for Field Management (Business Management Review function is being redirected.)

Assistant Secretary, Human Resources and Administration

Office of Public and Consumer Affairs

Office of General Counsel

Office of Hearings and Appeals

Assistant Secretary, Human Resources and Administration

Office of Hearings and Appeals

1/ FTE savings and personnel to be deployed.

Assistant Secretary, Defense Programs

- Office of Deputy Science and Technology Advisor (Defense)
- DOE Field Offices
 - . DOE Albuquerque Field Office
 - . DOE Nevada Field Office
 - . DOE Savannah River Field Office
 - . Savannah River Restart Special Projects Office
- All remaining organizations and functions

Assistant Secretary, Nuclear Energy

- Office of Nuclear Safety Policy and Standards
- DOE Field Offices
 - . DOE Idaho Field Office
 - . DOE Oak Ridge Field Office
- All remaining organizations and functions

Assistant Secretary, Environment, Safety and Health

- Office of Special Projects
- Resident Programs Staff

Assistant Secretary, Defense Programs

Office of Laboratory Management

Retitled as Operations Offices reporting to the Associate Deputy Secretary for Field Management

- Albuquerque Operations Office
- Nevada Operations Office
- Savannah River Operations Office
- Savannah River Operations Office

Assistant Secretary, Defense Programs

Title abolished

Assistant Secretary, Environment, Safety and Health

Retitled as Operations Offices reporting to the Associate Deputy Secretary for Field Management

- Idaho Operations Office
- Oak Ridge Operations Office

Office of Nuclear Energy. (Upon establishment of the Uranium Enrichment Corp. on or about 7-1-93, the current DOE Uranium Enrichment organization will be abolished.) The structural relationship of the Naval Reactors Program remains unchanged.

Assistant Secretary, Environment, Safety and Health

- Abolished 1/
- Abolished 1/

**Assistant Secretary, Environmental
Restoration and Waste Management**

- DOE Field Office

. DOE Richland Field Office

- All remaining organizations and
functions

**Office of Civilian Radioactive
Waste Management**

Office of New Production Reactors

Office of Intelligence

**Office of Arms Control and
Nonproliferation**

Office of Security Affairs

**Office of Departmental Representative
to the Defense Nuclear Facilities
Safety Board**

Office of Chief Financial Officer

**Office of Administration and
Management**

- Facilities Management and Energy
Management and Facilities
Evaluation Divisions from the
Office of Organization,
Resources and Facilities
Management
- Office of Scientific and
Technical Information
- All remaining organizations
and functions

**Assistant Secretary, Environmental
Restoration and Waste Management**

Retitled as an Operations Office reporting
to the Associate Deputy Secretary for
Field Management

- Richland Operations Office

**Assistant Secretary, Environmental
Restoration and Waste Management**

**Office of Civilian Radioactive
Waste Management**

Office has been abolished concurrent with
transfer of all encumbered positions and
closeout responsibilities.

**Office of Intelligence and
National Security 2/**

**Office of Intelligence and
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**Office of Intelligence and
National Security 2/**

Abolished 1/
(Coordination and general oversight
of interactions with the Board to
be Assistant Secretary for Environment,
Safety and Health responsibility.)

Office of Chief Financial Officer

**Assistant Secretary, Human Resources
and Administration**

**Office of the Associate Deputy
Secretary for Field Management**

**Office of Science Education and
Technical Information**

**Assistant Secretary for Human Resources
and Administration**

1/ FTE savings and personnel to be redeployed.

2/ Consolidate administrative support staff for FTE savings/personnel redeployment.

Office of Emergency Planning and Operations

- Office of Emergency Response and Preparedness
- Office of Emergency Planning 3/
- Office of Energy Emergency Operations 3/
- Resource Management and Overhead Staff

Office of Contractor Employee Protection

Title abolished

- **Office of Intelligence and National Security**
- **Assistant Secretary, Policy, Planning and Program Evaluation**
- **Assistant Secretary, Policy, Planning and Program Evaluation**
- To be distributed to successor organizations

Office of Inspector General

CANCELED

3/ FTE savings to be realized from elimination of redundant analytical capabilities; personnel reassigned.