

U.S. DEPARTMENT OF ENERGY  
**memorandum**

DATE: June 1, 1982

REPLY TO  
ATTN OF: NE-20

SUBJECT: Approved Nuclear Energy (NE) Organization

TO: All NE-Employees

During the process of my selection and confirmation to be Assistant Secretary, I committed to DOE management and to the Senate to improve the management of nuclear energy programs. I pledged to focus resources on reaching major national objectives through programs carefully designed to achieve specific, identifiable and measurable results. General level-of-effort programs would receive less emphasis. In carrying out these commitments, we in NE developed and applied stringent criteria in formulating our FY 1982 and FY 1983 budget requests. This approved NE organization, which is effective immediately, represents an important next step in fulfilling my commitments.

PRIOR ORGANIZATIONAL STRUCTURE

Attachment 1 gives the prior organizational structure for NE. It was complex, vertical, tiered, and emphasized activities rather than specific results. There are a variety of staff organizations that did not always function in a coordinated manner to support the line programs. In terms of direct span of control by the Assistant Secretary, there were two staff and four line units reporting directly to me, as well as four staff entities located within my immediate office. For me, this organization created fundamental difficulties in management communications and accountability for major program objectives. As I approached the task of formulating organizational structure for NE, I put a premium on direct accountability for the individual policy initiatives articulated in the President's Nuclear Policy Statement of October 8, 1981. As you know, the statement carries a strong commitment to nuclear power as a prime option for the Nation's electric utilities and sets forth major policy objectives. They are to:

- o improve the regulatory and licensing process for light water reactors with an objective of shortening the reactor lead time,
- o demonstrate breeder reactor technology and, in particular, expedite construction of the Clinch River Breeder Reactor,
- o to renew our commitment to reprocessing as a key element in our nuclear future--lift the ban on reprocessing of nuclear fuel and take steps to define and create a regulatory/institutional environment in which reprocessing can occur as a commercial enterprise.
- o finally, deploy a means of storing and disposing of high-level radioactive waste from nuclear fuel.

The organizational units in the recent organization that had responsibility for these Presidential policy objectives are shown in Attachment 1 by cross-hatching. In some cases, responsibility was diffused among a line organization

and one or more staff organizations. I feel it is essential that the new organizational structure focus responsibility for each of the President's principal nuclear objectives on a single line executive reporting directly to me. In addition, the structure must insure that achieving these objectives receives the undivided attention of these line officials and their organizations. I have been reluctant to perpetuate assignments of secondary functions and responsibilities that can divert management attention and dilute organizational effort.

#### APPROVED ORGANIZATIONAL STRUCTURE

Attachment 2 shows the approved organizational structure. It is a flatter organization with two levels rather than the three or four levels that exist in the current organizational structure. In terms of direct reporting to the Assistant Secretary, the number of line organizations has been increased from four to six, while the number of staff organizations has been reduced to one. This structure reflects my commitment to a strong line emphasis and a results orientation. More specifically research and development should be conducted in accordance with the doctrine of "management by objective." We should know where we want to go and when we want to get there before we set out on the journey. It means that all costs and effort charged to that objective must be relevant to that objective. Federal programs and projects should be conducted by planning, budgeting, and management linked to well-defined national objectives.

The multiplicity of independent staff organizations at each tier has been virtually eliminated. Our organizational principle calls for integrating all program functions within the line units in order to insure an effective response to the needs of the line organizations. The Office of Support Programs will perform functions which cut across the several program organizations, and is available for specific tasks assigned by the program organization.

Another key feature of the organization is the direct correspondence between the line elements and the major mission objectives we have been assigned by the President. Attachment 2 shows that each of the major program responsibilities set forth in the President's policy statement is focused in an organization reporting directly to the Assistant Secretary. There is also a logical correspondence between the organizational units to the key elements in the complete fission energy system, shown in Attachment 3.

Although this management structure is designed to focus both budgetary and manpower resources on achieving specific tangible results, it will not alter the day to day project management responsibility that has been decentralized to the field.

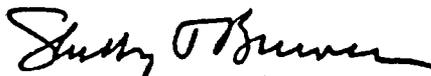
#### ORGANIZATIONAL PRINCIPALS AND SECOND TIER ORGANIZATIONS

Attachment 4 shows the organizational units that report directly to the Assistant Secretary, as well as an additional level of organization below

each unit consisting of three or four subunits. Within these subunits there is no further organizational structure. However, there will be specific individuals whose job descriptions indicate special responsibilities for program management and functional supervision. These managers will draw, as needed, on the staff of the organizational unit on the basis of their skills and experience needed to support given organizational objectives or assignments. This approach is more consistent with the results-oriented organization, is equivalent to a more detailed structuring from a standpoint of grade retention, and can be expected to provide us with much better flexibility in terms of responding to evolving program management needs.

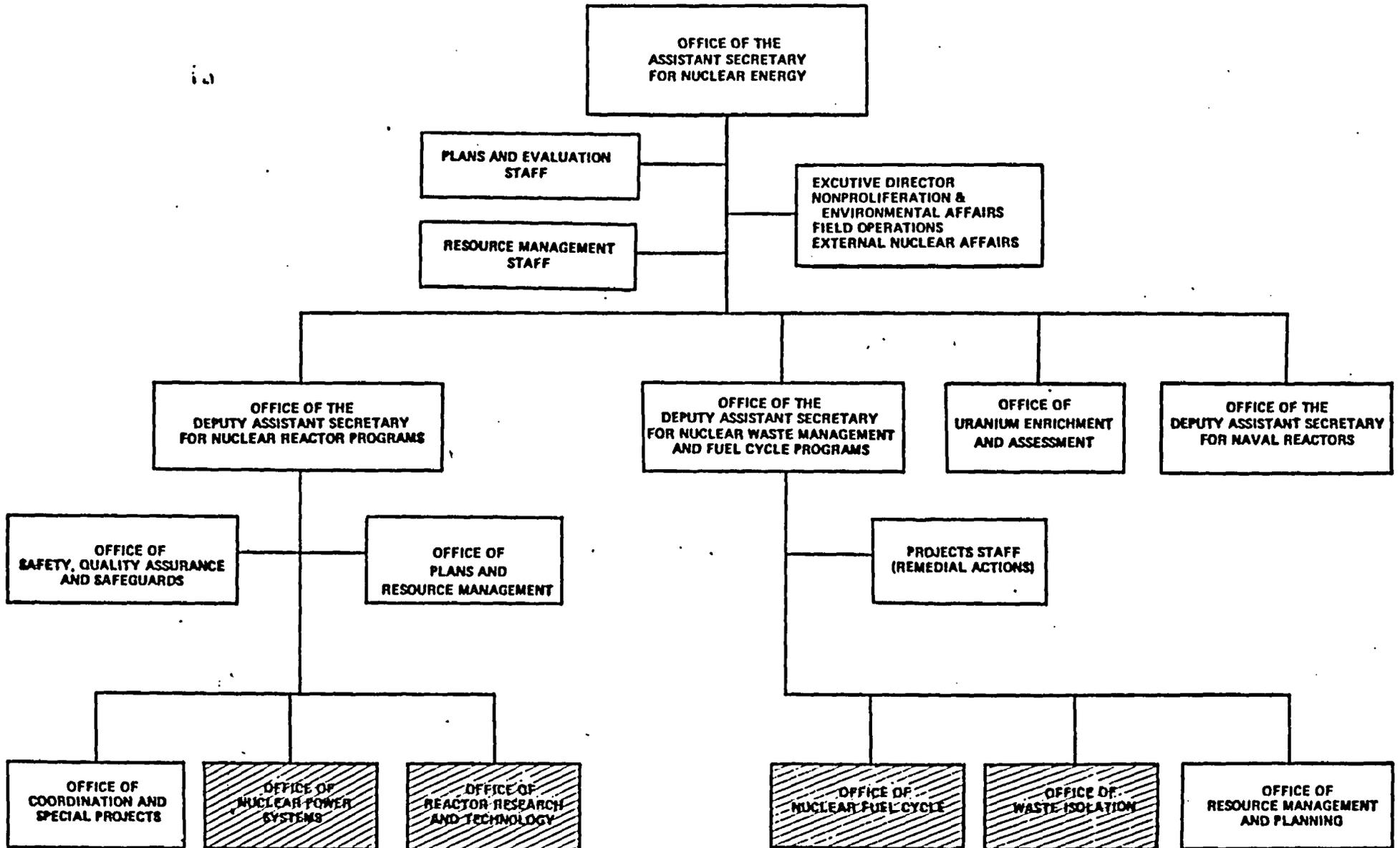
Attached for your information are the functional statements, personnel listings and organization codes for our approved organizational units. Acting officials in each subunit or major organizational unit will contact you immediately to define responsibilities and answer your individual questions.

In summary, this organization is an important next step in fulfilling my commitment to streamline the nuclear programs by focusing resources on fewer but larger objectives. I request your continued support and commitment to the Nuclear Energy Programs so that the major national nuclear objectives can be realized.

  
Shelby T. Brewer  
Assistant Secretary  
for Nuclear Energy

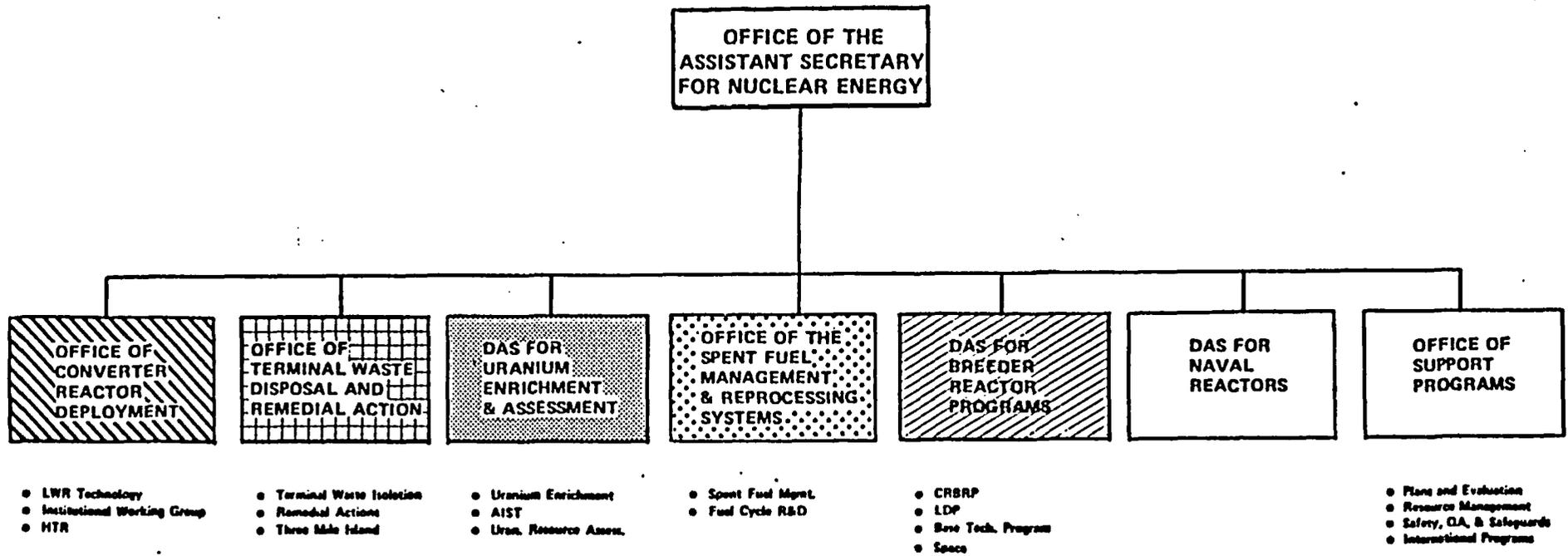
Attachments

# PRIOR ORGANIZATION

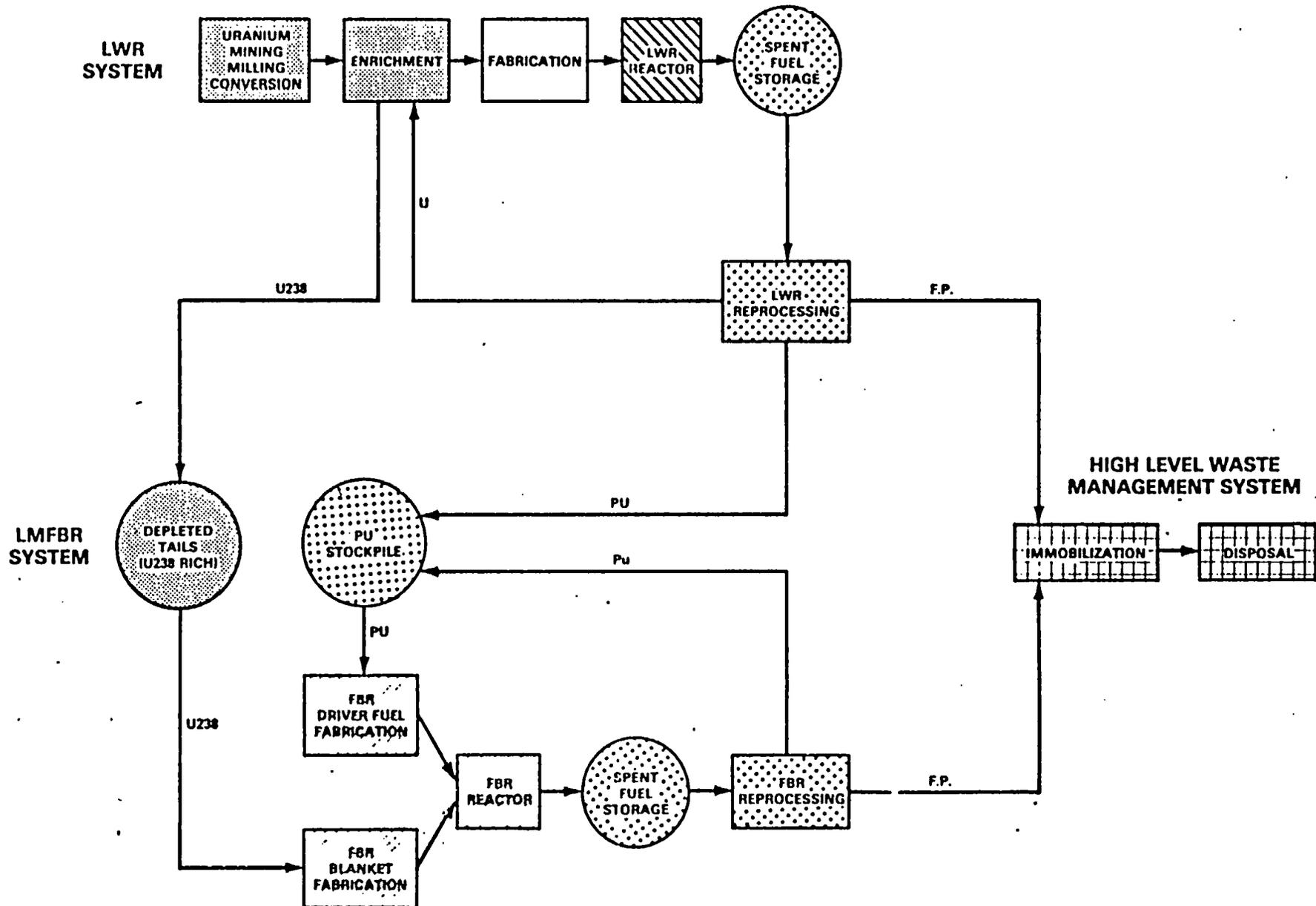


Attachment 1

# APPROVED ORGANIZATION



# THE COMPLETE FISSION ENERGY SYSTEM

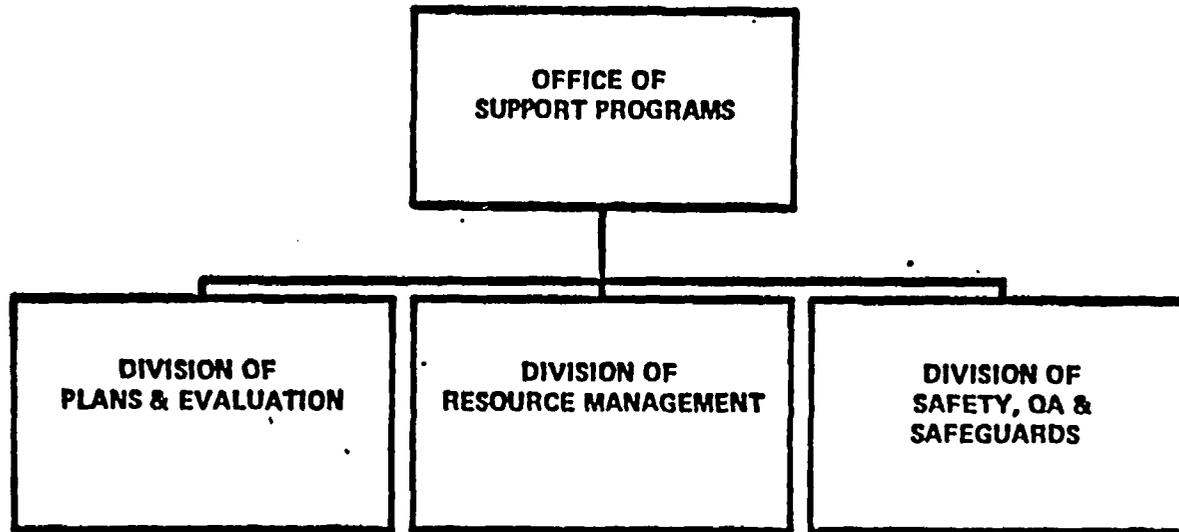


Attachment 3

U.S. DEPARTMENT OF ENERGY

	FTP	GTTP	OTHER
12/80			
FY 1981			
FY 1982			

SUPPORT	SES	GS	OTHER FT	TOTAL
EMPLOYMENT				
VACANCIES				
AUTHORIZED				



ORGANIZATION: .....  
 APPROVED: ..... DATE: .....

	FTP	OTFTP	OTHER
12/80			
FY 1981			
FY 1982			

U.S. DEPARTMENT OF ENERGY

SUMMARY	SES	GS	OTHER FT	TOTAL
EMPLOYMENT				
VACANCIES				
AUTHORIZED				

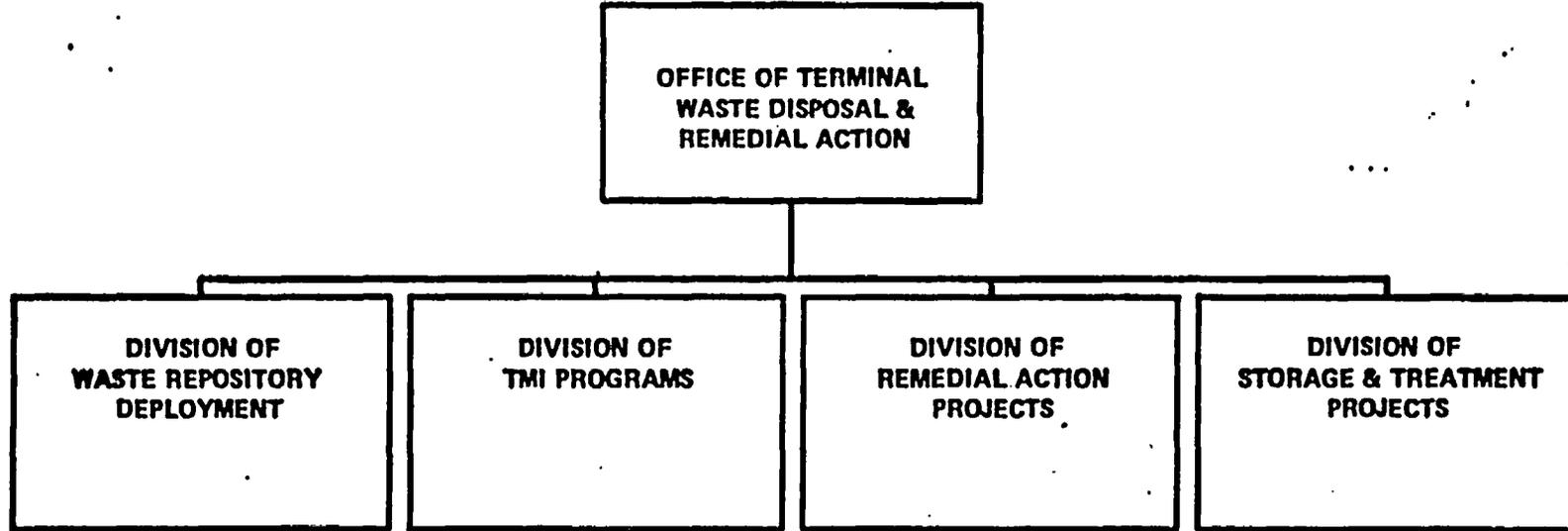
**OFFICE OF SUPPORT PROGRAMS**

- Develop comprehensive nuclear energy plans consistent with administrative policy including long-range plans and strategic deployment options. Conduct overall program assessments crosscutting the nuclear sector.
- Prepare and coordinate Congressional testimony related to nuclear energy programs and manage the public information program within ASNE.
- Manage overall ASNE financial management and administrative activities. Oversee major systems acquisition and GAO activities relating to nuclear energy programs.
- Provide independent review and assessment of ASNE activities in Headquarters and field organizations to assure that they are accomplished in consonance with the need for protecting the safety and health of DOE contractor employees and the public.
- Develop ASNE guidance on safety, quality assurance, and safeguards consistent with DOE standards.
- Develop and implement ASNE international policy options. Formulate and implement integrated nuclear reactor export marketing approaches.
- Manage international program support activities including direction of contract studies, intelligence information, ASNE foreign travel, & ASNE coordination with foreign embassies.

ORGANIZATION .....  
 APPROVED ..... DATE .....

	FTP	OTFTP	OTHER
12/6.			
FY 1981			
FY 1982			

SUMMARY	SES	GS	OTHER FT	TOTAL
EMPLOYMENT				
VACANCIES				
AUTHORIZED				



ORGANIZATION .....

APPROVED..... DATE .....

	STP	OTFTP	OTHER
12/80			
FY 1981			
FY 1982			

SUMMARY	SES	GS	OTHER FT	TOTAL
EMPLOYMENT				
VACANCIES				
AUTHORIZED				

**OFFICE OF  
TERMINAL WASTE DISPOSAL & REMEDIAL ACTION**

- Direct the planning, development & implementation for civilian nuclear waste processing & isolation, remedial action on formerly used MED/AEC & uranium mill tailings sites, waste management & storage technology & program efforts related to monitored retrievable storage.
- Manage the Office's planning, administrative, budget, & management support activities in accordance with overall DOE policies & procedures & in accordance with approved plans or as directed.
- In accordance with overall DOE policies & procedures, coordinate public, foreign, GAO, Congressional & other interagency activities in accordance with approved plans or as directed.
- Coordinate program activities with state & local governments as required & in accordance with overall DOE policies & procedures.
- Interface with International Affairs in coordination of international aspects of waste management program & provide focal point for participation in international activities.
- Implement DOE national policies on environmental matters.
- Establish or recommend organization alignments, internal policies & procedures, & resource allocations necessary to effect efficient program operations.

ORGANIZATION .....  
 APPROVED ..... DATE .....

	FTP	OTFTP	OTHER
12/80			
FY 1981			
FY 1982			

U.S. DEPARTMENT OF ENERGY

OFFICE OF  
TERMINAL WASTE DISPOSAL & REMEDIAL ACTION

SUMMARY	SES	GS	OTHER FT	TOTAL
EMPLOYMENT				
VACANCIES				
AUTHORIZED				

**DIVISION OF  
WASTE REPOSITORY DEPLOYMENT**

- Provide National Waste Terminal Storage program direction & coordination to develop, design, license & operate mined geologic repositories for commercial nuclear waste.
- Plan; oversee & evaluate activities to characterize potential repository sites, excavate exploratory shafts, construct test & evaluation facilities & perform related NEPA or regulatory functions & interfaces with other agencies.
- Plan, oversee & evaluate research & development activities for isolation of commercial nuclear waste.

- Coordinate activities with other offices responsible for preparation, treatment & transport of waste to repositories.
- Develop plans & manage resources for the effective accomplishment of goals & objectives.
- Plan & allocate resources to provide capabilities & facilities to package, store, & isolate nuclear wastes from commercial program sources destined for storage & disposal.

ORGANIZATION .....  
APPROVED ..... DATE .....

	FTP	OTFTP	OTHER
12/80			
FY 1981			
FY 1982			

U.S. DEPT. OF ENERGY

SUMMARY	SES	GS	OTHER FT	TOTAL
EMPLOYMENT				
VACANCIES				
AUTHORIZED				

OFFICE OF  
TERMINAL WASTE DISPOSAL & REMEDIAL ACTION

DIVISION OF THREE MILE ISLAND PROGRAMS

- Conduct safety R&D related to the examination & cleanup of Three Mile Island Facility.
- Conduct process R&D related to the examination & cleanup of the Three Mile Island Facility.
- Plan, evaluate & coordinate activities related to core examination & subsequent R&D on Three Mile Island reactor core.
- Develop plans & manage resources for the effective accomplishment of goals & objectives.

ORGANIZATION .....  
APPROVED ..... DATE .....

	FTP	OT/TP	OTHER
12/80			
FY 1981			
FY 1982			

U.S. DEPARTMENT OF ENERGY

OFFICE OF  
TERMINAL WASTE DISPOSAL & REMEDIAL ACTION

SUMMARY	SES	GS	OTHER FT	TOTAL
EMPLOYMENT				
VACANCIES				
AUTHORIZED				

DIVISION OF  
REMEDIAL ACTION PROJECTS

- Provide program direction, resources & plans, & maintenance & surveillance for progressive decontamination & decommissioning (D&D) of commercial sites which have been designated surplus.
- Provide program direction & resources for remedial actions at designated mill tailings sites (P.L. 95-604).
- Direct decommissioning activities at Shippingport reactor.

- Provide program guidance & resources & monitor progress of remedial actions at Grand Junction managed by State of Colorado (P.L. 92-314 & P.L. 95-236).
- Conduct alternatives studies & establish priorities for remedial action projects at formerly used MED/AEC sites & direct activities of approved programs.
- Develop plans & manage resources for the effective accomplishment of goals & objectives.

ORGANIZATION .....  
 APPROVED ..... DATE .....

	FTP	OFFTP	OTHER
12.			
FY 1981			
FY 1982			

U.S. DEPARTMENT OF ENERGY

OFFICE OF  
TERMINAL WASTE DISPOSAL & REMEDIAL ACTION

SUMMARY	SES	GS	OTHER FT	TOTAL
EMPLOYMENT				
VACANCIES				
AUTHORIZED				

DIVISION OF  
STORAGE & TREATMENT PROJECTS

- Provide headquarters technical direction & coordination of project design, construction, operation & other appropriate activities for the West Valley Solidification Demonstration Project.
- Develop national planning for commercial low-level waste disposal & conduct supporting technology.  
Develop plans & manage resources for the effective accomplishment of goals & objectives.

- Develop & execute program strategies, implementation plans, & budgets for development of commercial waste treatment & handling of high level, transuranic & airborne wastes.
- Interface with Office of Spent Fuel Management and Reprocessing Systems on strategies, implementation plans & repository requirements related to Monitored Retrievable Storage facilities & manage studies & project activities specifically directed at repository sites.

ORGANIZATION .....  
APPROVED ..... DATE .....

OFFICE OF THE ASSISTANT SECRETARY FOR NUCLEAR ENERGY

Office of Terminal Waste Disposal and Remedial Action

Name	New Organization Location
Coffman, Franklin E., Acting Director	270 80000 00
Lawrence, Michael J.	270 80000 00
Rosselli, Robert M.	270 80000 00
Lanes, Stephen J.	270 80000 00
Perge, Alex F.	270 80000 00
Mullaney, John F.	270 80000 00
Roberts, Rufus W.	270 80000 00
Esterly, Diane S.	270 80000 00
Mathes, Patti L.	270 80000 00
Longenecker, Bonnie L.	270 80000 00
Pate, Linda K.	270 80000 00
<b>Division of Waste Repository Deployment</b>	
Ballard, W. Wade, Acting Director	270 81000 00
Bennett, John W.	270 81000 00
George, Critz H.	270 81000 00
Cooley, Carl R.	270 81000 00
Smedes, Harry W.	270 81000 00
Stein, Ralph	270 81000 00
Boyer, D. Glenn	270 81000 00
Klingsberg, Cyrus	270 81000 00
Frei, Mark W.	270 81000 00
Newton, Douglas C.	270 81000 00
Smiley, Jeffrey L.	270 81000 00
Eister, Warren K.	270 81000 00
Der, Victor K.	270 81000 00
Anderson, David	270 81000 00
Hanlon, Carol L.	270 81000 00
Longo, Thomas P.	270 81000 00
Shaheen, Janie E.	270 81000 00
Coleman, Renee M.	270 81000 00
Pearl, Mary S.	270 81000 00
Rice, Patricia A.	270 81000 00
Ginalick, L. Gail	270 81000 00
Bricker, Carol A.	270 81000 00
Crum, Martha J.	270 81000 00
Litten, Carol A.	270 81000 00

OFFICE OF THE ASSISTANT SECRETARY FOR NUCLEAR ENERGY

Office of Terminal Waste Disposal and Remedial Action, Cont'd

<u>Name</u>	<u>New Organization Location</u>
<b>Division of Three Mile Island Programs</b>	
Feinroth, Herbert, Acting Director	270 82000 00
Ross, Frank A.	270 82000 00
Gerstein, Norman J.	270 82000 00
McIntosh, Theodore W.	270 82000 00
Tooper, Francis E.	270 82000 00
Baker, Beverly L.	270 82000 00
Heffner, Linda L.	270 82000 00
<b>Division of Remedial Action Projects</b>	
Ramsey, Robert W., Acting Director	270 83000 00
DeLaney, Edward G.	270 83000 00
Groelsema, Donald H.	270 83000 00
Gatrell, Jacob W.	270 83000 00
McCully, Brian F.	270 83000 00
White, Mary G.	270 83000 00
White, Marilyn L.	270 83000 00
Mason, Julie T.	270 83000 00
Johnson, Cynthia L.	270 83000 00
<b>Division of Storage and Treatment Projects</b>	
Turi, James A.	270 84000 00
Jordan, Elizabeth A.	270 84000 00
Pyles, C. Ann	270 84000 00