

Views from Inside the DOE: Acquisition and Project Management

J. E. Surash, P.E.
Deputy Assistant Secretary
Acquisition and Project Management

February 26, 2007



EM *Environmental Management*

safety ❖ performance ❖ cleanup ❖ closure

www.em.doe.gov

Office of Acquisition & Project Management

- Ensure effective acquisition and project management in the execution of the EM program
- Develop and implement project specific acquisition and contract strategies
- Oversee the execution of contracts
- Project management oversight



EM Environmental Management

safety ❖ performance ❖ cleanup ❖ closure

www.em.doe.gov

The Tasks

- Support on-going procurements:
 - WIPP Transportation, West Valley Interim End State, SRS, Hanford, Moab
- Within the next 1-2 years:
 - Small Business breakouts at SRS, MOAB Technical Assistance, Idaho AMWTP, Oak Ridge TRU, Portsmouth D&D, SLAC, ETEC, SPRU, SRS Security Services, Brookhaven
- Assure timely action on required contract modifications
- Scrupulously (without exception) follow “Program & Project Management for the Acquisition of Capital Assets
- Implement Project Management for EM’s Portfolio
 - 87 Projects
 - \$180 billion portfolio



EM Environmental Management

safety ❖ performance ❖ cleanup ❖ closure

www.em.doe.gov

What Needs Improvement?

- **People**
 - Qualifications and experience
 - Pre-award contract specialists & cost expertise
 - Technical personnel “borrowed” from critical day-to-day field responsibilities
 - Complex critical decisions and source selections
- **Policy**
 - Alignment of EM HQ, Field, and Support Organizations
 - Small business (prime contract) goals
 - Sequencing of procurements
 - Communication with industry
- **Processes and Systems**
 - Discipline in procurement process and schedules
 - Uneven quality of technical and cost evaluations
 - Addressing Requests for Equitable Adjustment, modifications, etc.
 - Alignment of Critical Decisions, Funding, Procurement



EM Environmental Management

safety ❖ performance ❖ cleanup ❖ closure

www.em.doe.gov

What's The Plan?

People

- Establish DAS and offices focused on pre-award, post-award, and project management
- Initiate acquisition personnel hiring specifically to support the source selection process
- Senior management focus on project and procurement execution
- Acquisition Machine
- Apply Integrated Project Team concept for personnel from Field and HQ

Policy

- Senior-level management meetings to discuss procurement & project management status
- Establish new EM Acquisition Advisory Board (EMAAB)
- Path forward for a single EM Head of Contracting Activity to establish EM accountability
- Development of Master Procurement Schedule
- Implement appropriate results of the National Academy of Public Administration's Study
- Increase communication with industry using HQ and site websites
- Encourage EM-wide small business goals with the intent to surpass targets
- Investigate Strategic Sourcing in target areas (LLW, MLLW, etc.)

What's The Plan (Cont'd)?

Processes and Systems

- ☑ Establish the highest level of safety performance, beginning early in the engineering design process
- ☑ Apply “project management” principles to procurement process--institute baseline schedules and reporting for pre-award and post-award contract actions
- ☑ Independent validation of cost and schedule baselines for all projects, with assumptions that are integrated and evaluated
- ☑ Effective identification and management of risks
- ☑ Improve quality of Requests for Proposal by broadening review
- ☑ Identify Government and industry benchmarks and acquisition best practices. Based on these, develop standardized policies, templates, procedures and processes, revised real-time in accordance with Lessons Learned
- ☐ Establish a review and approval process within EM that improves the timeliness of Departmental approval and implementation
- ☑ Integration of procurement planning, source selection, contract placement, contract execution and project management



EM Environmental Management

safety ❖ performance ❖ cleanup ❖ closure

www.em.doe.gov

QUESTIONS



EM *Environmental Management*

safety ❖ performance ❖ cleanup ❖ closure

www.em.doe.gov