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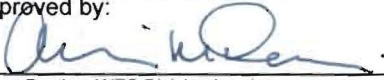
Environmental Programs

AP-0002, R0

Service Delivery Model

for

Waste and Environmental Services Division (WES)

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History of Revisions

Revision	Description of Change	Effective Date
0	New Document. The Service Delivery Model was previously an uncontrolled document; however, it has been converted to a controlled document to allow an avenue to ensure training and to address a Cat-2 corrective action.	July 9, 2008

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Waste and Environmental Services

Section 1
Introduction

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Section 1   *Introduction*

Introduction

This document

This document focuses on defining the roles, responsibilities, authorities and accountabilities between Waste and Environmental Services and its programmatic customers. No attempt is made to define the relationship between WES and the multiple Facility Operations Directorates where our work is performed.

These R2A2 are developed around the functions and services that are the foundation to WES' work. This approach was chosen because the functions and services will remain relatively constant over time while the Programmatic customers may change significantly.

Driver

ADEP is a matrixed organization consisting of multiple Projects and one primary Functional Organization. ADEP also provides support to other LANL organizations as well as receiving support from other LANL organizations.

It has become apparent through day to day interaction with WES employees and through the results of independent assessments that employees within WES have become confused with their reporting chains as well as their roles and responsibilities.

This document is intended to clarify these reporting chains and R2A2.

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Section 2
Organization

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Section 2   *Organization*

ADEP Organization

ADEP organization

The Environmental Programs Directorate identifies and remediates environmental hazards associated with past laboratory operations, manages and disposes of waste at LANL, and ensures the Laboratory maintains an effective environmental monitoring and surveillance program.

The Environmental Programs Directorate works to reduce risks to the public associated with legacy and newly generated wastes; to decontaminate, decommission and demolish process-contaminated facilities in the path of cleanup for legacy waste sites; to complete cleanup to meet milestones in accordance with the March 1, 2005, Compliance Order on Consent; to maintain an effective environmental monitoring program to ensure that Laboratory operations do not adversely impact the public or the environment; and to maintain an effective institutional waste management program to ensure institutional customers are able to meet mission objectives impacted by waste management needs.

ADEP consists of one primary functional organization and five Projects; however, the number and types of programs will evolve as programmatic needs change. The programs obtain resources they need from the ADEP Functional Organization, the Facility Operations Director, and from outside organizations as needed.

The organization chart for ADEP is provided as Appendix 1 to this document.

Implementation The following table lists responsibilities.

Who	What
Associate Director	Establish integrated projects as needed to accomplish ADEP mission.
	Document reporting relationships within ADEP.
	Ensure that programmatic and functional organizations have sufficient resources to accomplish their assigned tasks.
	Set overall direction and tone for communications with key external stakeholders, including the NMED and DOE.
	Resolve disputes between ADEP Projects, Functional Organizations, and other LANL organizations.
	Ensure ADEP provides functional support in its areas of responsibility to its institutional customers.

Programmatic Organization

Programs/
Projects

ADEP's main role in the Laboratory is to implement programs/projects (hereinafter referred to as Projects or Integrated Project Teams, IPTs) that effectively ensure the protection of the public and environment from current and historical LANL operations. Major IPTs within ADEP currently include:

- TA-21 Closure Project
- Corrective Actions Project
- Water Stewardship Program
- Waste Disposition Project
- Radioactive Liquid Waste Program

Each IPT is managed by an IPT Director, which is either a Project Director or Division level manager.

Project Policy

ADEP has established Integrated Project Teams (IPTs) to accomplish major scope, including compliance with the New Mexico Order on Consent and with the Federal Facilities Compliance Agreement. The IPT Director is responsible for:

- effectively achieving mission objectives
- leading IPT
- successfully executing projects/operations/functions to meet objectives within schedule and budget
- ensuring work is executed safely and in accordance with applicable requirements, including regulatory, authorization bases, and work control

As needed, ADEP will create new IPTs and will eliminate or transition old IPTs. For example, a major D&D project (e.g., CMR) could warrant creating a separate IPT to ensure that appropriate management emphasis is applied. Also, upon completion of the TA-21 Closure Project, this IPT will no longer be needed and will be disbanded or transitioned to manage a new scope of work.

Project Management

The IPT Director is accountable for the ultimate completion of the project mission and objectives.

The IPT Director may use a management structure consisting of project managers and project leaders to implement scope. As needed, the IPTD may also use an operations manager(s) to manage facilities and work control.

Other resources available to the IPTD include:

- Deployed personnel. Individuals from functional organizations, either within ADEP or from elsewhere in the Lab, who are provided to the IPT to perform work as directed by the IPTD or his management chain. These types of personnel may include project leaders, scientists, GIS personnel, and trained technicians. These personnel receive day to day direction from the IPT and rely on their home organization for functional support only.
- Deployed service teams. Teams with special expertise who are asked by the IPTD to perform a specific service (e.g., document production, Sample management office, waste management services). These teams are generally self-contained and come with their own management chain. The IPTD does not direct these teams on a day to day basis, but provides them with their scope, schedule and budget and they deliver a product or task. These teams also bring their own set of contracts which are used to support multiple projects within ADEP.
- Project-specific contracts. The IPTD will develop specific contracts needed to conduct its scope as needed. Typically, field work, report writing, etc, will be conducted using these Task Order contracting mechanisms.

Appendix 2 shows the reporting chains within ADEP's IPTs. Note that not all positions are necessary for a successful IPT and may be modified by the IPT Director as needed.

Implementation

The following table lists responsibilities. Note that for small projects, personnel may play more than one role (e.g., a project leader can be a first level manager and a PIC). Also for larger projects, more than one person may play each role (e.g., multiple PICs, multiple first level managers, etc.).

Who	**What**

Who	What
IPT Directors	Assume full responsibility for the success of integrated project teams under their direction.
	Effectively achieve mission objectives within authorization basis and work control requirements.
	Lead integrated project teams, including all resources/ functions necessary to execute scope.
	Accountable for successful execution of projects/ operations/ functions to meet objectives within schedule and budget.
	Interface with external customers and stakeholders to ensure that project objectives are met.
	Interface with ADEP IPTDs to ensure lessons learned are shared and that communications with key stakeholders (NMED and DOE) are consistent and in keeping with ADEP goals.
	Responsible for safety, security, facility specific training, PPE, materials and supplies, etc., as needed by deployed personnel to support the IPT.
	Provide opportunities (e.g., time away from deployed duties) for deployed personnel to complete core training and attend functional organization meetings.
Program Managers/ Project leaders	Implement work scope according to cost and schedule, as directed by the IPTD.
	Manage baseline elements to ensure scope is accomplished according to cost and schedule requirements.
	Apprise IPTD of any issues within assigned scope that may impact completion of the objectives.
	Clearly define scope of work to be conducted by deployed personnel and by deployed service teams.
First level managers	Ensure you know your direct reports and that they know you.
	Supervise work and workers (including subcontractors) on a day to day basis.
	Engage workers.
	Create an environment where workers bring errors and mistakes, system weaknesses, and issues to your attention.
	Act to ensure work is performed safely and securely.
	Act to ensure the work environment is safe and secure.
	Recognize and encourage positive behaviors.
	Create an open communication channel with the next level manager.
	Ensure workers are trained to perform the work assigned.
Person in charge (PIC)	Implement the requirements for Integrated Work management as defined in IMP 300. Note that only work conducted under an approved IWD will have a PIC.

Who	What
Deployed Personnel	Ensure that you know who your PIC (as applicable) and first level manager are before beginning work. Implement work scope as assigned by your first level manager. Raise issues concerning safety, security, procedure adequacy, work performance, etc., with your first level manager and with your home organization as needed. Maintain training and qualification for both core and project specific requirements.
Subcontract technical representatives	Manage subcontracts in accordance with EP-DIR-SOP-7004, Environmental Subcontracts Management. Attend weekly STR meetings to ensure adequate training and implementation of the STR program.
Deployed Service Teams	Complete assigned scope and deliverables according to schedule agreed to between the home organization and the IPTD. Raise issues concerning safety, security, procedure adequacy, work performance, etc., with your first level manager. Maintain training and qualification for both core and project specific requirements.

Functional Organization

Functional Organization

ADEP maintains one primary functional organization that is focused on providing necessary technical expertise and support functions to the ADEP projects and other institutional customers. This functional organization, Waste and Environmental Services (WES), manages the people within ADEP and works with Program Directors and other customers to ensure that human resources are made available to projects.

WES maintains technical and administrative capabilities that are not provided elsewhere within the Laboratory and that are needed to ensure the successful completion of the mission of WES' customers.

WES will evolve as necessary to ensure its ability to support its customers. This may result in development of new capabilities and loss of other, outdated capabilities.

Functional support specific to ADEP

ADEP has chosen to combine most resources within the Directorate within this one Functional organization. This approach was taken to maximize the ability of the functional manager/ division leader to redirect resources as needed to ensure customer needs are met.

ADEP IPTs will define resource needs and will work with the ADEP functional organization to identify available resources. If the resources cannot be located internal to ADEP, then the IPTD and Functional manager/ division leader will work together to identify other institutional or subcontract resources.

WES also manages technical services which are common across most, or all, ADEP projects. Examples of this technical scope include sample management office, data management, risk assessment, etc. The full technical scope is discussed more completely in Section 4, Technical Services.

Functional support to institutional LANL customers

Beyond support specific to ADEP, WES also provides support to institutional customers. These customers include, but are not limited to:

Associate Director for Stockpile Manufacturing and Support (ADSMS). WES-FFS provides waste management expertise and oversight to both CMR and TA-55.

Associate Director for Environment, Safety, Health and Quality (ADESH&Q). WES-EDA and WES-FFS provide environmental monitoring, data analysis and interpretation, data management, etc., to support ENV Division's environmental compliance expertise.

Waste generators. WES-WA provides waste management expertise to all institutional customers who generate hazardous, mixed, Low-level, mixed Low-Level, and Transuranic (TRU) waste.

Emergency reponse. WES-EDA and WES-FFS provide technical expertise, meteorological data, and environmental monitoring that may be useful to the institution in responding to emergency events involving the release or potential release of radioactive and non-radioactive materials.

Principle Associate Director for Science, Technology, and Engineering (PADSTE), Principle Associate Director for Weapons Programs (PADWP), and Principle Associate Director for Operations and Business (PADOPS). WES-FFS provides waste management expertise and oversight at CMR and TA-55 and provides institutional decontamination services to organizations throughout LANL.

WES as Office of Responsibility

WES Division is the Office of Responsibility (OR) for

- Developing and documenting technical and environmental processes necessary to ensure compliance with the New Mexico Order on Consent (Consent Order) and the Federal Facilities Compliance Agreement (FFCA)
- Developing, documenting and implementing institutional environmental surveillance requirements,
- Documenting and communicating the environmental improvements accomplished through remediation efforts, and
- Developing, documenting and implementing waste management requirements in conjunction with ENV-RCRA and EP-Waste Disposition

In this role, WES managers are responsible for development and coordination of policies and procedures within these subject areas. As needed, WES Division will coordinate with the ADEP Project Directors, other customers, Laboratory Policy Office and Laboratory Legal to accomplish this task.

Implementation The following table lists responsibilities.

Who	What
Functional Manager (Division Leader)	Provide senior management leadership for the functional organization and is responsible for overall division activities.
	Document processes necessary for the completion of ADEP and institutional objectives.
	Provide Division level leadership for establishing, maintaining, and promoting a strong technical workforce.
	Maintain good working relationships with internal and external Laboratory customers.
	Continually evaluate customer needs to ensure workforce, processes, and tools evolve to meet customer expectations.
Group leader	Ensure work products in the Division (not program) are delivered within scope, schedule, and budget.
	Manage deployed service teams, as appropriate, to ensure that tasks or deliverables are completed according to scope, budget and schedule.
	As necessary, assist programs with, or assumes responsibility for, subcontracting for services and materials.
	Monitor work status to assist in supervising work.
	Assume responsibility for communications with ADEP and Laboratory customers to ensure services are being provided as needed.

Who	What
	Assemble the group to meet customer needs.
	Provide overall technical leadership for the group.
	Ensure processes are developed and documented to ensure cost effective, efficient, and compliant operations in support of WES customers.
	Negotiate with customers to ensure that necessary resources are available.
Functional Team leaders	Responsible for an assigned team of employees that have a common area of expertise.
	Accountable to the group leader.
	Responsible for implementing safety, security and environmental compliance requirements within team or for negotiating with customers for deployed staff.
	Provides team level leadership for establishing, maintaining, promoting a strong technical workforce and setting a tone of trust and professionalism in all members of WES Division.
	Assists the group leader in the implementation of performance management process.
	Working with the group leader, ensures processes are developed and documented to ensure cost effective, efficient, and compliant operations in support of WES customers.
	Ensure personnel are trained to perform their core job duties required for their area of expertise,
Employees	Work with functional team leader to implement the performance management process, identify opportunities for professional development, etc.
	Participate in the development of work documents.
	Communicate with first level manager regarding safety and security issues and concerns.
	Support functional team leader and group leader in implementing process improvements.
Deployed service teams	Work with first level manager and functional team leader to implement the work scope assigned by external organizations.

Section 3   *Administrative Services*

Administrative Processes

Exceptions

The following sections provide descriptions of how work is done within Waste and Environmental Services; however, for many of WES' customers, the work is done outside of these processes within the infrastructure established by the customer's organization.

For some deployed personnel and/or deployed service teams, many administrative processes will necessarily be in accordance with customer administrative processes and not necessarily with ADEP processes (e.g, document control, document development, records management, etc., for deployed service teams at TA-55 will follow TA-55 FOD requirements).

Safety and Security

Safety and security teams

ADEP has established a Worker Safety and Security Team (WSST), reporting to the WES Functional manager/ division leader, that is tiered to the institutional WSST. The team consists of workers (both employees and subcontractors). WES management also expects all workers to attend routine safety meetings (pre-job briefings, tailgates, etc.).

Project Safety and Security Meeting. These meetings are held weekly and are chaired by WES. Attendees include selected WES managers, Project Directors, the ADEP ESH&Q manager, Health and safety personnel, Health Physics Personnel, and others as needed to support the goals of the meeting. This meeting is geared toward management communication and resolution of identified issues.

Subcontractors meeting. These meetings are held monthly and are chaired by WES. Attendees include the IPTDs and representatives from each of the active subcontract companies supporting WES and the IPTDs. This meeting is focused on safety discussions and presentations and on communicating important messages to the subcontractors. It also provides an opportunity for lessons learned sharing among the subcontractors.

WES also relies on its managers (team leader and above) to walk spaces to ensure that appropriate safety and security measures are taken. WES expects that its managers walk spaces routinely and interact with employees to identify and resolve safety and security concerns. WES does not mandate specific numbers of walkarounds for managers to perform; rather, this is left to the discretion of the manager. WES does expect that the responsible manager perform a walkaround any time there is an incident or near miss involving safety or security and that safety or security professionals are engaged as appropriate.

Implementation The following table lists responsibilities.

Who	What
Associate Director	Appoint members of the organization to chair appropriate safety teams.
	Ensure proper representation of employees, managers, and subcontractors at safety meetings.
	Ensure implementation of ISM/ISSM for all ADEP employees and deployed personnel.

Who	What
Functional manager/ division leader	Encourage involvement of personnel in WES safety and security meetings.
	Involve WES WSST in day to day activities of the organization.
	Ensure that information from safety meetings is communicated to all employees.
	Take appropriate actions to ensure that safety and security issues are addressed in a timely manner.
	Ensure personnel have access to security and safety Subject Matter Experts (SMEs).
Group Leader	Ensure that information from safety meetings is communicated to all employees.
	Take appropriate actions to ensure that safety and security issues are addressed in a timely manner. This includes securing funding or resources to address identified issues.
	Ensure personnel have access to security and safety Subject Matter Experts (SMEs).
First level manager	Work with WES management to ensure that personnel have access to appropriate safety information, equipment, PPE, and office setup.
	Provide day to day safety and security oversight to deployed personnel.
All managers (TL and above)	Walk spaces periodically to ensure that workers have a safe and secure environment to work in.
	Engage safety or security professionals as needed to respond to near misses or incident.
All employees	Participate in appropriate safety and security meetings.
	Report safety, security, and environmental concerns to the appropriate line manager for action or for communication to the Functional manager/division leader.
	Be aware of safety, security, and environmental lessons communicated through the safety meetings.
	Responsibly exercise stop work authority if needed to ensure safe and secure work conditions.
	Ensure ergonomic evaluations are current and are scheduled as needed. This is especially true when relocated to new work stations.

Performance Management Process

Policy Performance management will be implemented in accordance with the Laboratory's PerforM system. This includes formal annual evaluations by the functional organization with input from customers and line managers as appropriate. This performance management process will be based on documented Behavioral and Work Objectives that are agreed to between the functional manager and the employee before the end of the performance period. Major customers will be requested to provide input into the objectives as well as performance of deployed staff.

In addition to the formal annual evalution, feedback throughout the year is encouraged. This feedback should go beyond individual performance and may address issues such as management performance, personnel development, job satisfaction, etc. In the event performance issues are identified, the employee's functional manager will take appropriate steps to address these issues, up to and including formal discipline (see IPP 731, Discipline).

Implementation The following table lists responsibilities.

Who	What
Functional manager/ division leader	Initiate and oversee PerforM process for the Division. Review and sign all objectives and results for direct reports. Manage performance problems in accordance with LANL policies.
ADEP HR Team Leader	Schedule PerforM deadlines and deliverables. Manage overall process in the Division. Work with WES Management to address performance problems.
Group leader	Identify lead supervisors (the group leader or team leader) for individuals in the group. Every individual will have a lead supervisor for implementing the PerforM process. Provide routine feedback to group members throughout the year. This will include both positive feedback and constructive criticism. Manage performance problems in accordance with LANL policies. Obtain input from customers and line managers, as applicable, to support the PerforM process. Implement the PerforM process, including documentation of annual assessments.

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Section 3
Administrative Services

Service Delivery Model
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Who	What
Functional Team leaders	Obtain input from employees that include all accomplishments over all projects.
	As directed by Group Leader, implement the PerforM process.
	Obtain/ resolve comments from other supervisors of individual.
	Provide routine feedback to supervised group members. This will include both positive feedback and constructive criticism.
	Manage performance problems in accordance with LANL policies.
Customers	Work with WES personnel and WES management, as necessary, to address performance problems in a constructive manner.
	Provide input into the PeforM process for deployed WES staff.
All employees	Work with lead supervisor to implement the PerforM process, including development of behavioral and work objectives.
	Submit employee input to lead supervisor describing all accomplishments during the performance year.
	Provide routine feedback to immediate supervisor on issues of job satisfaction, personal development, and any other issues of concern. This will include both positive feedback and constructive criticism.
	Request feedback from immediate supervisor whenever clarification of expectations is needed or desired.

Training

Policy

WES personnel will be properly trained prior to performing work. WES Team and Group Leaders, with support from Central Training, are responsible for establishing minimum training requirements for job functions within WES. When deployed to programs or to other customers, the customer are responsible for establishing and providing site specific and job specific training.

WES will maintain training records for its personnel and will make those training records available to customers upon request. WES will also review training records periodically to ensure that personnel remain qualified for their assignments.

Implementation

The following table lists responsibilities.

Who	What
Functional manager/division leader	Establish frequency for review of personnel training records.
	Work with Central Training (CT) to establish strategy for training processes, develop training procedures and tools, and ensure implementation of training procedures.
Group leaders	Work with Team Leaders to establish job functions and associated minimum training requirements, including qualification standards, as appropriate.
	Ensure group members remain trained and qualified to perform work they are assigned.
Team leaders	With Group Leader, establish minimum training requirements for team members.
	Periodically review training records of team members to ensure training is current, complete, and adequate.
	Ensure personnel have access to required training.
Customers	Establish and provide site-specific and job specific training requirements for deployed personnel.
All employees	Periodically review training requirements to ensure the employee is current on all training requirements.
	Notify team or group leader in the event training is expired or unavailable.
Central Training team via FOD	Provide training expertise to develop, implement and track appropriate qualification standards, training requirements, and training courses.
	Provide routine training reports, as agreed to and as needed, to WES personnel, management and customers.

Career Development

Policy

WES will support the career development of its personnel in a manner that also enhances the mission of the organization or the Laboratory. Career development opportunities may include training, reclassification, promotions, reassignment, conference attendance, etc. Career development will be implemented in a manner that ensures interested employees are given equal opportunities.

WES will work with its customers to ensure that deployed personnel have appropriate opportunities for career development, including advancement. In the event this requires reassignment of deployed personnel, WES management will work with the affected customer(s) to minimize programmatic impacts (See Section Personnel deployment and redeployment).

Reclassifications will be made when job assignments change or when an employee's skill level within an existing assignment makes a step increase. Requests for reclassifications will be made to HR by the group leader.

Promotions within the management chain (i.e., team leader, group leader, etc.) will generally be advertised; however, acting positions may be appointed for brief periods of time (e.g., less than one year). Advertisements may be posted internal or external to the Laboratory, or may be limited scope advertisements (e.g., within the division).

Implementation The following table lists responsibilities.

Who	What
Associate Director	• Provide adequate resources and funding to functional organization to ensure that employees receive adequate career development opportunities.
Functional manager/division leader	• Establish organizational approach to career development and prioritization. • Work with customers to reassign WES personnel when needed to enhance personnel career opportunities. • Approve or reject reclassification and promotion requests.
ADEP HR Team Leader	• Approve or reject reclassification and promotion requests. • Oversee advertisements of promotions and reclassifications. • Work with division management team to ensure career development opportunities are handled equitably.

Who	What
Group leaders	• Identify opportunities for career development for employees and make available in a fair and consistent manner. • Coordinate with customers to ensure that career development does not adversely impact customer service. • Request reclassifications or promotions for personnel as needed to support organizational and customer goals.
Functional Team leaders	• Identify opportunities for career development for employees and make available in a fair and consistent manner. • Work with group leader to request reclassifications or promotions for personnel.
All employees	• Work with Team Leaders to identify opportunities for career development. • Take advantage of career development opportunities that can help both the employee and the Laboratory.

Administrative Team

Policy

WES maintains an administrative team to ensure that all IPTs and functional organizations have sufficient administrative support.

Most administrative support for ADEP is provided by WES, who provides support to WES core personnel, TA-21 Closure, Corrective Actions, and Water Stewardship Programs. These administrative functions are managed by the WES Division Executive Office Administrator, ensuring consistent processes and support to the ADEP customers.

Implementation The following table lists specific responsibilities.

Who	What
WES Executive Office Admin	• Manage day to day activities of the administrative team, including setting priorities and reassigning personnel as needed to ensure complete coverage for the Environmental Projects. • Ensure that Time/Effort, corrections, recodes and work schedules are approved by WES Functional manager/division leader and Group Leaders by required deadlines. • Ensure that all administrators follow the proper format for correspondence. • Establish templates and forms (travel, procurement, phone moves, subcontractor badging), distribution lists, roles and responsibilities for administrative team. • Implement and establish Time/Effort Guidance Policy for WES. • Key Custodian for WES; work with customers to acquire appropriate keys for offices, recoring areas, ordering padlocks for field operation teams and taking inventory and running reports of all series of keys assigned to WES. • Ensure that all administrators are properly trained and complete all required training. • Delegate "special" projects to administrators as they arise. • Provide Calendar Management for WES Division and Deputy Division Director, Group Leaders, various core personnel, and manage conference room calendars. • Deal with all Personnel, HR and employment actions (FMLA, Limited Term, Work Schedules, new and student hires, spot awards, IPOs, performance issues, etc.). • Attend and participate in weekly management meetings and provide feedback and relevant information to Administrative Team. • Work with Program Managers to identify any performance.

		issues, and to identify and implement operational efficiencies, quality initiatives and overall administrative functions.
	WES Office Administrators	• Process and follow all correspondence guidelines (issuing #s, getting appropriate signatures, distributions and filing appropriately with the Records Facility).
		• Ensure that Time/Effort, corrections, recodes and work schedules are entered weekly and by required deadlines; Ensure that Time/Effort is approved by Functional manager/division leader and Group Leaders by required deadlines.
		• Process phone moves for WES Personnel housed at Pueblo Complex.
		• Provide Calendar Management for Division and Deputy Division Director, Group Leaders, core personnel and manage conference room schedules.
		• Process all procurement requests for Core Personnel and for employees deployed to WES (JIT, Purchase Card, Purchase Requests).
		• Process all miscellaneous forms (Badge Requests, Small Purchase Reimbursements, Shipping Requests, etc.).
		• Process all Badge Request in Oracle for Subcontract Personnel (includes badge requests and clearance paperwork).
		• Manage Division Office government vehicles, including coordinating maintenance and repair, and maintain vehicle mileage logs and related vehicle paperwork.
		• Assist with special projects as needed.
		• Provide support to Executive Office Administrator on HR and Personnel matters (FMLA, Clearance Paperwork, In-Confidence Correspondence, etc.).
		• Provide back-up support to Executive Office Administrator on Key Custodian responsibilities (issuing/collecting keys, key inventory reports).
		• Work with executive office administrator and administrative team to develop and implement administrative processes.

Program Office Administrators	• Process and follow all correspondence guidelines (issuing #s, getting appropriate signatures, distributions and filing appropriately with the Records Facility); Work with Program Staff to ensure deliverables are met.
	• Ensure that Time/Effort is entered weekly and by required deadlines for deployed personnel; Ensure that Time/Effort is entered and approved for Program Directors and Managers.
	• Provide Calendar Management for deployed personnel, Program Directors and Managers and conference room schedules.
	• Process all procurement requests for deployed personnel, Program Directors and Mangers using the Material Request System.
	• Process all miscellaneous forms (Small Purchase Reimbursements, Shipping Requests, etc.).
	• Manage Program Office government vehicles and maintain vehicle mileage logs and related vehicle paperwork.
	• Assist with special projects as needed.
	• Process all domestic travel for Program Directors and Managers, deployed personnel, including submittals, approvals and reimbursements.
	• Work with executive office administrator and administrative team to develop and implement administrative processes.

Personnel deployment and redeployment

Policy
ADEP implements its work through a matrixed model. Programs and projects within ADEP obtain resources from internal organizations and from other Laboratory organizations.

IPTDs will define personnel needs to accomplish their mission, and will work with the functional organization to fill those personnel needs. In the event that adequate resources are not available within ADEP, the IPTD and the Functional manager/division leader will work together to identify other resources either within the Laboratory, through external hires or through subcontracting mechanisms.

WES will also deploy personnel to external LANL organizations when those technical resources are available and are needed.

When new opportunities (e.g., positions) arise within the organization or within its customers, WES will attempt to ensure all employees are given ample opportunity for the new openings. Typically, this will include posting of an "expression of interest" where employees will have a specified time to notify their supervisor of their interest. The ultimate decision for placing personnel will be made by the manager, with input from customers. When timing will not allow posting of an "expression of interest," the group leader and functional team leader will work with HR to appoint personnel in the most equitable manner possible.

Implementation The following table lists responsibilities.

Who	What
IPTDs and external customers	Document needs for personnel, including the qualifications, the level of effort, and duration of assignment.
	Provide at least 30 working days notice prior to returning deployed personnel to the ADEP functional organization.
	Communicate performance issues or concerns to the employee and to the functional team leader, Group leader or functional manager/division leader.
Functional manager/ division leader	Work with IPTDs and other customers to ensure that needed technical resources are available.
	Establish new capabilities and technical expertise as needed to support changes in mission of customers.
ADEP HR Team Leader	Develop and oversee process for posting new positions
	Work with WES managment team to ensure employees have adequate opportunities to apply for positions.
Group Leaders	Work with customers to ensure that needed technical resources are available.
	Provide at least 30 calendar days notice, to affected project leaders or other customers, prior to reassigning deployed personnel.
	In coordination with the functional manager/ division leader, establish new capabilities and technical expertise as needed to support changes in mission of customers.
	Work with HR team leader to ensure employees have ample opportunity to express interest in new positions, as long as programmatic drivers allow.
Functional team leader	Work with group leader and functional manager/ division leader to identify new assignments for employees.
	Work with Group Leader to provide at least 30 calendar days notice, to affected project leaders or other customers, prior to reassigning deployed personnel.
	Work with group leader and HR team leader to ensure employees have ample opportunity to express interest in new positions.
Employees	Communicate assignment status with functional team leader.
	Work with functional team leader, group leader and customer to facilitate transitions between assignments.
	Work with functional team leader and group leader to express interest in new opportunities.

Baseline Development and Management

Policy   All ADEP Programmatic work scope that contributes to achieving the mission of the organization or its customers will be planned, documented, and tracked in a baseline. Work scope will be described in task description and baseline documents. Cost and budget assumptions will be documented and updated on at least an annual basis.

Implementation The following table lists responsibilities.

Who	What
IPTD	Brief ADEP management and DOE on a monthly basis regarding baseline status, issues, deviations, etc. Manage the execution of the baseline by monthly review and status meetings with IPT to identify any deviations from cost, scope or schedule.
Functional manager/ division leader	Ensure IPTDs have access to trained and qualified project managers and project leaders.
Project Leaders	Ensure that work under the Project Leader's purview is performed according to scope, cost and schedule. Communicate to IPTD early and often any issues that will impact the ability of the team to meet either the scope, cost or schedule in the baseline. Contribute to monthly status reporting.

Information management

Policy
WES will ensure that the ADEP environmental technical and support databases are available, secure and meet ADEP customer needs. The software engineering and support practices shall be consistent with LANL CIO guidance, best business practices and institutional strategic direction.

WES is responsible for:
- Managing and maintaining the environmental and waste databases
- Strategic planning for meeting customer requirements and implementing database upgrades/consolidations
- Application development and support
- Coordinating software development resources deployed from IST
- Software project and quality management
- Managing IT Steering Committee and Configuration Control Board (CCB) to include approving changes to software and new purchases

Implementation
The following table lists specific responsibilities.

Who	What
Functional manager/ division leader	• Establish policies for information management within WES. • Negotiate with ADEP Program Directors for appropriate budget to support computer support • Negotiate with institutional functional organizations to provide the necessary support to implement ADEP information management needs, to include settling disputes over priorities. • Chair the ADEP IT Steering Committee.
Group Leader	• Identify and facilitate needed improvements to information management systems
Information Management team leader	• Act as liaison between customers and deployed IST team leader • Ensure customer needs are reflected in deployed IST team priorities and direction • Participate on IT Steering Committee and CCB. • Manage contract(s) and agreement(s) with IST.
Deployed IST team leader	• Manage and maintain databases • Oversee all application development and support, including day to day management of personnel deployed from IST • Ensure all software work is performed in accordance with applicable Software Quality Assurance requirements. • Participate on IT Steering Committee and CCB.
Customers	• Communicate needs for additional or different information management support to the IM Team Leader

Document Control

Policy

WES will process, manage and make available all ADEP controlled documents. Controlled documents shall be managed in accordance with DOE and LANL requirements, including Conduct of Operations. The document control and support practices shall be consistent with LANL CIO/IRM guidance, best business practices and institutional strategic direction.

WES is responsible for:
- Assigning and managing document numbers and revisions
- Publishing current versions for operational use
- Coordinating document control/support resources deployed from IRM
- Submitting document control activity/history to records processing
- Maintaining document control database

Implementation The following table lists specific responsibilities.

Who	What
Functional manager/ division leader	• Establish policies for document control within WES in accordance with institutional document control requirements.
IPT Director	• Ensure that project personnel, including subcontractors, work to the most current version of controlled documents.
WES-FFS Group Leader	• Ensure personnel are available to support document control needs of WES customers. • Negotiate with customers for appropriate budget to support document control. • Work with customers to prioritize work and ensure reasonable work loads for available staff.
RMDC team leader	• Oversee implementation of ADEP procedures for document control. • Ensure that electronic and manual systems are in place to support document control needs of WES' customers.
Document control Lead	• Ensure work is performed in accordance with approved procedures. • Communicate any unresolved issues to the team leader in a timely manner.
Document control personnel	• Perform work in accordance with approved procedures. • Communicate any unresolved issues to the Document control lead in a timely manner.
Customers	• Work with RMDC Team Leader to identify and communicate document control needs.

Records Management

Policy

WES will process, manage and make available all ADEP environmental and waste records. Records shall be managed in accordance with NNSA, DOE and NARA requirements. The records management and support practices shall be consistent with LANL CIO/IRM guidance, best business practices and institutional strategic direction.

WES also maintains records for customers, including TA-55 and CMR, in accordance with those facilities' approved procedures.

WES is responsible for:
- Processing records transmitted which includes QA, database data entry and scanning
- Processed records shall be managed and made available in Lotus Domino or other approved facility system
- Coordinate records management/support resources deployed from IRM
- Dual storage of records

Implementation The following table lists specific responsibilities.

Who	What
Functional manager/ division leader	• Establish policies for records management within WES in accordance with institutional records management requirements. • Negotiate with ADEP Program Directors for appropriate budget to support records management.
IPT Director	• Ensure that project records, including closeout documentation, is submitted to Records Management in accordance with approved ADEP procedures.
WES-FFS Group Leader	• Ensure personnel are available to support records management needs of WES' ADEP customers. • Negotiate with customers for appropriate budget to support document control. • Work with customers to prioritize work and ensure reasonable work loads for available staff.
RMDC team leader	• Oversee implementation and management of ADEP procedures for records management. • Ensure that electronic and manual systems are in place to support records management needs of WES' ADEP customers.

Who	What
Records management Lead	• Ensure work is performed in accordance with approved procedures. • Communicate any unresolved issues to the RMDC team leader in a timely manner. • Maintain procedurally required records processes.
Records management personnel	• Perform work in accordance with approved procedures. • Communicate any unresolved issues to the Records Management lead in a timely manner.
Customers	• Work with WES management to identify and communicate records management needs.

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Section 3
Administrative Services

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Deliverables Compliance

Policy

WES will ensure that regulatory (e.g., NMED Consent Order) and other technical deliverables are tracked, catalogued, and submitted on time and in a quality manner.

WES is responsible for:

- Establishing tracking systems for deliverables
- Tracking deliverable schedule changes and status
- Preparing summaries and reports, as requested, to support customer needs
- Maintaining the Potential Release Site (PRS) database
- Ensuring that PR-ID, Excavation permit, and Siting Approvals reviews are conducted in accordance with approved WES procedures
- Tracking regulatory status progress against full site closures requirements

Implementation The following table lists specific responsibilities.

Who	What
Functional manager/ division leader	Brief ADEP management, IPTDs and DOE on a monthly basis regarding key deliverable accomplishments, status, issues, etc.
IPT Director	Work with Team Leader and IPT to ensure that deliverables are tracked and updated.
Team Leader	Maintain deliverables tracking systems to ensure that all deliverables are tracked and updated in a timely manner.
	Prepare reports and updates as needed to support ADEP and IPT needs.

Document Development

Policy

WES will manage a document development process for its ADEP customers that ensures quality documents and deliverables are prepared and are submitted on time.

WES is responsible for:
- Developing and implementing document development procedures
- Ensuring ADEP customers submit and prepare documents in accordance with these procedures
- Developing and making available guidance documents for customers and subcontractors to ensure that documents and deliverables are prepared initially in a consistent and quality manner.

Implementation The following table lists specific responsibilities.

Who	What
Functional manager/ division leader	• Establish overall policy for document development.
IPT Director	• Ensure project work is conducted in accordance with approved ADEP procedures, including requirements for Peer Review.
WES-RS Group Leader	• Determine procedures and guidance documents that are necessary. • Ensure customers are preparing and submitting documents in accordance with approved procedures and guidance. • Coordinate with IRM or approved subcontractors to obtain necessary editing and compositing resources.
Document Development Team Leader	• Ensure customers are preparing and submitting documents in accordance with approved procedures and guidance. • Implement corrective actions as needed to ensure quality products are developed by customers and their subcontractors. • Manage day to day priorities of document development personnel to ensure that deliverable are submitted on time and in a quality condition. • Manage resources, including identifying additional needs, to ensure that work is accomplished on time. • Ensure applicable classification requirements are addressed in document development processes.

Work Authorization

Policy

WES has employees who are deployed, who work for multiple customers, and/or who work for the core organization. Regardless of the customer, WES Management will authorize all work performed by its employees unless that authorization is formally delegated to the customer (e.g., via CSA).

The functional organization will identify the safety and security responsible line manager (SRLM) who will be responsible for authorizing work. If the work is directed by the functional organization, the line manager is the employee's group leader. If the work is directed by an IPTD or other customer, then the IPTD is the line manager.

In addition to authorizing workers, all work must be authorized in accordance with IMP300, Integrated work management. The SRLM will approve Part 1 of any IWDs required to perform work under his direction. The SRLM will also ensure that any work, other than office work, is on an appropriate Plan of the Day (POD) as required by the affected Facility Operations Director.

Implementation The following table lists specific responsibilities.

Who	What
Functional manager/ division leader	• Establish policies and procedures for authorizing employees. • Identify employee's line manager prior to start of work.
Group leaders	• Negotiate CSA or other agreement with deployed organizations to ensure that line management responsibilities are documented and agreed to. • Periodically evaluate employee work conditions to ensure workers are safe and secure.
Line manager	• Authorize employees to perform work. • If IWD is required (per IMP300), approve work by signing Part 1 of the IWD. • Ensure employees have access to necessary safety and security equipment. • Ensure employees are on appropriate POD, as necessary, prior to authorizing work to be performed.

Who	What
Employees	• Ensure you know who your line manager is prior to performing work. • Ensure work authorization is received prior to performing work. • Review and understand any IWDs or procedures that govern work to be performed. Obtain any needed clarification before beginning work. • Ensure work is on appropriate FOD POD prior to beginning work. • Implement work in compliance with IWDs and responsibly utilize "stop work" if needed to ensure work is performed safely

Environmental Communication and Public Outreach

Policy

The Associate Director for Environmental Programs (ADEP) provides collaborative leadership at LANL for environmental public involvement activities to improve relationships with stakeholders, to provide the public with information on environmental issues, and to solicit and utilize stakeholder input to inform environment related decisions. ADEP operates a proactive and interactive environmental communication and public involvement program that is inclusive and responsive to the surrounding communities, tribes, agencies, and federal and state governments. The Laboratory environmental record is open and available to the public.

The Program Director for the Water Stewardship Program (LWSP) has been tasked with overseeing Environmental communication and Public outreach for the Directorate. WES provides staff support and administrative capability to ADEP to implement its environmental communication and public outreach activities.

Implementation The following table lists specific responsibilities.

Who	What
LWSP Program Director	• Set overall direction and tone for environmental communication and public outreach for the directorate. • Provide oversight and supervision to the Environmental Communications Project Leader (ECPL). • Negotiates with ADEP Program Directors for appropriate budget to support public involvement activities.
Environmental Communications Project Leader (ECPL)	• Acts as the institutional Point of Contact for environmental public involvement. • Coordinates the web presence for all environmental sites. • Directs maintenance of the public information repository. • Keeps central records for public involvement. • Oversees the efforts to plan, prepare and conduct all environmental public involvement activities. • Coordinates the relationship with the NNMCAB through DOE-LASO. • Coordinates communication with the media and Federal, state, tribal and local governments through the Communications and Government Affairs (CGA) Office. • Communicates unresolved issues to the AD and requisite PD in a timely manner.
WES Division Leader	• Provides public involvement support staff.

Who	What
IPT Directors	• Ensures that project personnel, including subcontractors, conduct all public involvement through the ECPL. • Provide budget for programmatic outreach activities and the maintenance of required public involvement infrastructure. • Execute a yearly programmatic public involvement plan. • Lead and provide subject matter experts for pubic involvement events for their program.
Environmental Communications Support Staff	• Perform work in accordance with approved procedures. • Communicate any unresolved issues to the ECPL in a timely manner.
Customers	• Work with ECPL to identify and communicate public involvement needs.

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Sample Management Office

Policy

WES maintains a Sample Management Office and supporting infrastructure that supports:

- Sample planning
- Sample kit preparation
- Sample and data tracking
- Data loading
- Analytical laboratory management, oversight and invoicing
- Maintain long-term stewardship of analytical data

WES manages the Sample Management Office (SMO) for ADEP and for our institutional customers. These management activities include:
- Ensuring that customers have access to an operating SMO
- Maintaining SMO software applications, materials, supplies, and space
- Managing a suite of analytical contracts that meets customer needs
- Ensuring field and analytical data are uploaded and available to customers in a timely and quality manner
- Ensuring processes are implemented to maintain chain of custody and sample integrity from the SMO to the analytical labs.

Implementation The following table lists specific responsibilities.

Who	What
Functional manager/ division leader	• Implement an operational SMO for use by customers. • Ensure SMO has adequate space, resources and funding to accomplish its work.
IPT Director	• Ensure project samples are submitted to the SMO in accordance with approved ADEP procedures.
WES-EDA Group Leader	• Appoint an SMO team leader to manage day to day operations of the SMO. • Assist SMO Team leader in setting priorities with multiple customers.

Who	What
SMO Team Leader	• Manage day to day operations at the SMO. • With customer input, establish priorities for SMO staff and resources. • Ensure chain of custody is maintained. • Communicate with customers regarding status of samples and analytical results. • Manage analytical contracts, ensuring available ceilings and capabilities are available for customers. • Work with Information Management Team Leader to ensure software applications are available and functioning. • Work with CFO to ensure cost corrections are made in a timely fashion.
SMO Staff	• Perform work in accordance with approved WES procedures. • Work with SMO Team Leader to establish priorities for work.
Customers	• Communicate to SMO Team Leader upcoming priorities and sampling events. • Communicate in advance the need for SMO support outside normal business hours.

Environmental Sampling

Policy

WES maintains the Laboratory's environmental sampling capability. This capability is required by WES' customers to comply with state and federal regulations, Consent order requirements, and DOE orders. WES ensures that environmental sampling is conducted safely, in a cost-effective and technically defensible manner. Sampling activities will be conducted in accordance with approved sample and analysis plans, developed using the Data Quality Objectives process or as required by state or federal requirements.

WES is responsible for:
- Ensuring that procedures are available, current, and defensible
- Ensuring that environmental sampling is performed safely in accordance with approved procedures
- Ensuring that personnel are trained and available to support the customers either in the oversight of field activities or the actual performance of the field activities
- Developing and overseeing contract vehicles to support ongoing environmental sampling

Implementation The following table lists specific responsibilities.

Who	What

Functional manager/ division leader	• Establish minimum expectations for worker readiness prior to performing environmental sampling.
	
	• Ensure administrative systems are in place to support implementation of sampling activities, including
	
	   • Procurement
	
	   • Badging
	
	   • Space management (for onsite and LANS leased facilities)

IPT Director	• Ensure project work is conducted in accordance with approved ADEP procedures.

Who	What
Field Operations Functional Team Leader	• Establish and implement minimum training requirements for sampling personnel (subcontract and LANS). • Ensure that sampling procedures are established, maintained, and compliant with customer requirements. • Work with customers to establish priorities for LANS staff, as applicable. • Implement performance and salary management process for LANS personnel, with input from customers. • Provide assignment opportunities for LANS sampling staff. • Evaluate field operations to ensure that sampling activities are conducted in accordance with approved procedures. • Negotiate customer service agreements between WES and its customers for environmental sampling activities. • Establish sample plans that identify numbers of samples, types of samples, preservation requirements, QC samples, sampling techniques, etc.
Field Lead	• Identify and provide site-specific training to sampling personnel (LANS and subcontractor) to include IWDs. • Act as the PIC for the sampling operations. • Act as first level manager for sampling personnel in the campaign. • Ensure readiness activities and approvals are ready prior to entering the field. • Ensure necessary PPE, equipment, supplies, materials, etc., are ready prior to beginning field work. • Provide day to day direction to sampling personnel (LANS and subcontractor). • Notify Field Operations Functional Team Leader of any performance or safety issues. • Negotiate with Field Operations Functional team leader for additional (or reduced numbers of) staff. • Communicate needed changes in processes or procedures to the Field Operations Functional Team Leader so procedures can be updated. • Lead daily tailgate meetings and document. Ensure work is on appropriate Plan of the Day/Week. • Follow through on any safety concerns or evaluations identified during the course of day to day work.

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Environmental and Waste Data Management

Policy

ADEP maintains environmental and waste data for the Laboratory. WES manages these data, including sample and analysis data, GIS data, real time measurements data (e.g., meteorology), waste volumes, waste types, and all associated metadata. These data will be maintained in core data management systems in a manner that ensure appropriate software Quality Assurance and availability to ADEP customers.

WES is responsible for:
- Establishing and implementing appropriate mechanisms for storing, protecting, and accessing environmental and waste data
- Ensuring data are available and quality assured for customers
- Ensuring data management techniques are cost effective

Implementation The following table lists specific responsibilities.

Who	What
Functional manager/ division leader	• Establish and communicate overall approach for the management of environmental and waste data.
IPT Director	• Ensure project work is conducted in accordance with approved ADEP procedures.
WES Group Leaders	• Ensure personnel are available to support data management needs of WES customers. • Work with customers to establish data management needs and to develop needed tools.
Information Mgt team leader	• Negotiate between customers and deployed IST team leader to establish priorities.
Deployed IST team leader	• Manage and maintain databases in accordance with WES policy. • Oversee all application development and support, including day to day management of personnel deployed from IST. • Ensure all software work is performed in accordance with applicable Software Quality Assurance requirements. • Ensuring services are available to maintain data and equipment. • Implement change control process for all database work.
Customers	• Communicate needs for additional or different data management support to the Information management Team Leader.

GIS / GPS Services

Policy

ADEP provides environmental management GIS support to the Laboratory. WES provides a Geographic Information Systems (GIS) infrastructure which includes servers, GIS software, spatial and tabular data, and professional expertise. WES also provides Global Positioning System (GPS) survey-grade and mapping-grade services which meet the NMED Order on Consent spatial requirements.

WES is responsible for:
- Establishing and implementing appropriate mechanisms for storing, protecting, and accessing spatial data
- Providing GIS server account maintenance
- Providing cartographic products, spatial analysis, web application development, spatial data development and documentation
- Establishing procedures for the production and management of spatial data
- Establishing procedures for the production of maps used in Environmental Program documents

Implementation The following table lists specific responsibilities.

Who	What
Functional manager/ division leader	• Establish overall policy for data quality and data control. • Identify customers needing consistent GIS services.
IPT Director	• Ensure project work is performed to approved procedures.
WES-EDA Group Leader	• Ensure personnel are available to support GIS and GPS needs of WES customers.
GIS Team Leader	• Directs and coordinates the work within the team. • Establishes processes and procedures consistent with standard industry practices. • Establishes and renews procurement contracts and initiates work orders. • Acts as the point of contact for communications among management personnel and the team. • Creates and manages agreements for organizations requiring GIS/GPS services. • Ensures integrity of data and tools.
GIS Team staff	• Perform work in accordance with approved WES procedures. • Work with GIS Team Leader to establish priorities for work.
Customers	• Communicate needs for GIS / GPS services to GIS team leader. • Work with GIS team leader to establish priorities.

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Risk Assessment and Analysis

Policy

Risk assessment and analysis is required by ADEP and its customers to comply with state and federal regulations, Consent Order Requirements and DOE orders. Risk assessment will be conducted in accordance with approved procedures and guidance documents. Technical data analysis will be performed by qualified personnel in a technically defensible manner.

WES is responsible for:
- Maintaining qualified personnel who are able to perform risk assessments and technical analysis
- Ensuring that risk assessments and technical analyses are conducted in accordance with approved WES procedures
- Performing human health and eco-risk assessments as needed by customers
- Developing guidance documents and procedures to ensure consistency for all risk assessment activities

Implementation

The following table lists specific responsibilities.

Who	What
Functional manager/ division leader	• Establish overall policy for performing risk assessment and analysis.
IPT Director	• Ensure project work is performed in accordance with ADEP procedures for Risk assessment and analysis.
WES-EDA Group Leader	• Ensure qualified personnel are available to support risk assessment and analysis activities. • Identify needed procedures to ensure adequate formality of risk assessment and analysis activities. • Establish risk team and foster communication. • Ensure data is available to team.
Risk assessment and analysis team leader	• Assign personnel to develop and modify procedures as needed to implement WES policy and customer needs. • Ensure understanding of different risk methodologies across team and cross train team members. • Ensure risk analysis performed to appropriate quality standards and documentation.
Employees	• Develop procedures to document the performance of work activities as needed and as assigned. • Perform work in accordance with approved procedures. • Obtain peer review to ensure that work is accurate and defensible.

Modeling

Policy

ADEP and its customers require modeling support to comply with regulations, establish design criteria for remedial actions, determine impacts to the public and the environment, and understand pathways for contaminant migration. Any modeling that is conducted will be performed in accordance with approved procedures, in a technically defensible manner.

WES is responsible for:
- Ensuring that models are appropriate for their intended use
- Maintaining qualified personnel who can evaluate model results for technical defensibility
- Establishing default input parameters and modeling approaches/ procedures for use in support of customer needs
- Performing modeling as needed by customers including, but not limited to:
  - Air transport
  - Surface water
  - Ground water
  - Scenario based
  - Radiation dose
  - Soil contaminants
  - Meteorology
- Ensuring SME participation in Conceptual model development
- Implementing Software Quality Assurance and change control procedures in model use and development

Implementation The following table lists specific responsibilities.

Who	What
Functional manager/ division leader	• Establish minimum expectations for formality in performance of modeling in support of customers, including documentation and peer review.
IPT Director	• Ensure that project work is conducted in accordance with approved procedures.
WES-EDA Group Leader	• Determine procedures needed to perform modeling work. • Establish risk team and foster communication. • Ensure data is available to team. • Ensure resources are available to team.

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Who	What
Risk Assesment & Analysis Team Leader	• Develop and maintain a list of approved models for use in customer projects, including establishing appropriate scenarios for the use of each model. • Identify all modeling needs across Environmental Programs. • Prepare and maintain procedures for modeling, including software quality and acceptable default input parameters. • Establish minimum training qualifications for personnel (LANS and subcontractor) who will perform modeling. • Coordinate with customer to ensure necessary models and modeling techniques are available for use. • Ensure consistency in processes and procedures.
Customer	• Work with RAA Team Leader to identify modeling personnel (either LANS or subcontractor). • Ensure that work is performed in accordance with applicable procedures and processes.
Modeling personnel (LANS and Subcontractor)	• Perform modeling in accordance with approved ADEP procedures. • Use only approved models. • Coordinate with RAA Team Leader to ensure that any new models or modifications to models are incorporated into ADEP procedures.

Environmental Surveillance

Policy

The Laboratory is required to maintain an environmental surveillance program and to complete an Annual Environmental Surveillance Report by DOE Order 5400.5. ADEP is committed to maintaining an environmental surveillance network that supports the needs of its customers, including institutional compliance programs.

The surveillance program will be designed to exceed minimum compliance standards in an effort to ensure understanding of Laboratory impacts on the public and the environment, to build credibility with surrounding communities, and to identify and ensure mitigation of significant environmental impacts.

WES is responsible for:
- Ensuring that environmental surveillance activities are conducted in a manner that fosters understanding of environmental impacts of the Laboratory
- Providing environmental surveillance data to customers as needed and appropriate
- Working with customers to discuss and understand the results of the Laboratory's environmental surveillance program
- Using environmental surveillance data to identify and address environmental impacts from the Laboratory
- Setting the tone and direction for the Environmental Surveillance Report
- Communicating environmental data and known impacts to stakeholder, pueblos, and public

Implementation The following table lists specific responsibilities.

Who	What
Functional manager/ division leader	• Set the overall objectives for the Environmental Surveillance Program. • Set the overall tone and direction for the Environmental Surveillance Report. • Approve significant modifications to the environmental surveillance network.

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Who	What
WES-EDA Group Leader	• Ensure that environmental monitoring activities are conducted in a manner consistent with surveillance objectives. • Work with customers, as appropriate, to ensure any modifications are beneficial to the institution and to the understanding of the environment. • Work with subject matter experts to continually evaluate the environmental surveillance network for areas for improvement. • Approve modifications to the surveillance monitoring network.
ESR Task Leader	• Ensure the ESR is completed on time and on budget and in a quality manner. • Implement the overall tone and direction for the ESR as approved by the WES Division Leader/Functional manager. • Develop and maintain procedures and processes to ensure a cost effective and quality product are delivered.
ESR contributors	• Provide input in accordance with approved WES procedures and as directed by the ESR Task Leader. • Ensure data collection adheres to data quality and protocol procedures. • Ensure compliant data record storage. • Ensure the technical defensibility of all data and descriptions provided in the author's sections.

Emergency Response

Policy   ADEP maintains capabilities for the institution which may be needed in the event of an emergency. WES will maintain readiness to provide support to ER (Emergency Response) as G&A funding allows. Additional funding would be required for additional services.

ADEP's and WES' emergency response role is primarily in the form of technical assistance to the Emergency Technical Support Center (ETSC). These roles during drills, exercises, and actual emergencies are as the radiological environmental interpretation staff and meteorologists. Radiological environmental interpretation includes radiological source term development, environmental dose modeling, categorization and classification of radioactive materials releases, and protective action recommendations. Otherwise, support includes technical assistance to improve processes, develop procedures, and develop and deliver training specific to emergency response.

Implementation The following table lists specific responsibilities.

Who	What
Functional manager/ division leader	• Establish overall policy for support to Emergency Response.
WES-EDA Group Leader	• Determine procedures and guidance documents that are necessary. • Ensure that resources are available to support Emergency Response.
WES-FFS Group Leader	• Activate existing emergency samplers as needed to support emergency response actions. • Ensure the safety of deployed samplers.
WES-EDA staff	• Respond to EOC upon request. • Participate in emergency response, drills, exercises, and training. • Provide radiological interpretation and serve as the ETSC meteorologist. • Contribute to the categorization and classification of radioactive materials releases, and protective action recommendations. • Perform environmental dose modeling.

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Environmental Data Review and Analysis

Policy
ADEP maintains technical capabilities for review, analysis and interpretation of environmental data. ADEP and its customers use environmental data for decision making purposes affecting land use and clean up activities, human risk, and contamination pathways.

WES maintains a trained group of scientists, chemists and data base specialists to provide the technical skill set needed to ensure quality data.

Implementation The following table lists specific responsibilities.

Who	What
Functional manager/ division leader	• Establish overall objectives and policy for environmental data review and analysis.
IPT Diretor	• Ensure that project work is performed by trained and qualified personnel in accordance with approved ADEP procedures.
WES-EDA Group Leader	• Appoint a team leader to manage day to day operations. • Ensure team leader has access to necessary resources to perform work.
Team leader	• Manage day to day operations of the team to ensure deliverables are accomplished according to schedule and quality requirements. • Work with customers to identify upcoming work and to set priorities for personnel. • Maintain and develop procedures necessary to ensure consistency and quality of data provided to customers. • Ensure work is conducted in accordance with procedures. • Receive initial request for data set and assign a specific data steward to the task.
Team members	• Receive analytical data, ensure all data is present, ensure accuracy of electronic and hard copy data. • Apply qualifiers to analytical data to indicate any quality issues that may be present and could effect the end use of the data. • Pull the data from the data base, review it, send it for chemist review, format and deliver the final product. • Provides chemist review of the data and arranges for any changes to get put into the data base.
Customers	• Establish data needs and communicate to the Team Leader in a timely fashion. • Work with WES-EDA Group Leader and Team Leader to set priorities and to communicate needs.

Waste Management Coordinators

Policy

ADEP maintains the Laboratory's core Waste management coordinator program. WES provides these trained and qualified staff around the institution to ADEP and its customers.

WES is responsible for establishing core training requirements for WMCs and ensuring these personnel are available to institutional customers.

Implementation The following table lists specific responsibilities.

Who	What
Functional manager/ division leader	• Set the overall objectives for the waste management coordinator program.
IPT Directors and external customers	• Communicate needs for WMCs to WES. • Ensure project wastes are managed in accordance with approved ADEP and LANL procedures.
WES-WA Group Leader	• Develop and implement core training and qualification requirements for WMCs. • Ensure that the waste management program is conducted in a manner consistent with institutional waste management objectives. • Design and direct the waste management processes. • Work with customers to develop Support Service Agreements as needed. • Work with customers, as appropriate, to ensure any modifications to waste management processes are compliant and beneficial to the institution and the projects. • Work with WMCs to continually evaluate the compliance status of the waste management processes. • Develop and maintain procedures and processes to ensure a cost effective and quality program is maintained. • Coordinate with ENV-RCRA to ensure waste management coordinators perform work in accordance with applicable requirements.
Waste Management Coordinators	• Ensure the wastes generated are managed in a compliant manner.
Customers	• Communicate waste management needs and status of waste management issues to the WES-WA group leader. • Ensure wastes are managed in accordance with approved ADEP and LANL procedures.

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Waste Management Support to TA-55 and CMR

Policy

ADEP provides technical expertise to TA-55 and CMR to provide waste management guidance, visual examinations, and packaging of waste stream.

WES is responsible for providing these trained and qualified service teams and for ensuring that they meet deliverables agreed to between WES and Facility Management.

Implementation The following table lists specific responsibilities.

Who	What
WES-FFS Group Leader	• Provide overall management and coordination for the waste management teams deployed to TA-55 and CMR. • Develop and track strategic goals for the group. • Ensure work is conducted in accordance with ADEP and facility procedures. • Interface between FFS waste management teams and with waste disposal facilities to ensure waste management activities are timely and cost effective. • Working with the Facility Waste Services Manager, coordinate with facility personnel, primarily FODs and programmatic organization managers, to ensure objectives are established and clearly understood.
WES-FFS Facility Waste Services Manager	• Work with FOD and programmatic organization to develop appropriate work packages describing scope, cost, and schedule for FFS facility support. • Maintain staffing plan and track costs and schedule as described in approved work packages. • Strive to maintain excellent working relationships with FOD and programmatic managers. • Develop and implement strategic and tactical goals for the team. • Ensure all work is appropriately authorized and that all workers are authorized to perform work.
WES-FFS Deployed Team leader	• Coordinate all work activities within the team. • Implement actions to meet strategic and tactical goals. • Prioritize work to ensure customer needs are met. • Interface routinely with customers and identify areas to improve.
First level manager	• Provide day to day guidance and oversight to deployed teams under their supervision.
Deployed teams personnel	• Perform work in accordance with ADEP and facility procedures. • Maintain current knowledge of waste management requirements and provide guidance as needed.

Decontamination

Policy   WES provides Decontamination services and expertise to LANL and to organizations outside LANL. These services include small and large item decontamination, equipment decontamination, area decontamination, air purifying respirator cleaning, probe decontamination, and sorting, segregating, and recycling services. In addition, the Decontamination team provides decontamination services, glovebox operation expertise, and decontamination technical advice and support to organizations outside LANL including (recently) NTS, Sandia, and INEEL.

WES is responsible for providing these trained and qualified service teams and for ensuring that they meet deliverables agreed to between WES and Facility Management.

Implementation The following table lists specific responsibilities.

Who	What
WES-FFS Group Leader	• Manage decontamination facilities to ensure work spaces are safe and secure. • Ensure workers are trained and qualified.
Decontamination Team Leader	• Ensure workers are trained and qualified to perform their duties. • Work with institutional customers to establish funding, safety and security agreements. • Prioritize work to ensure customer needs are met.
First level manager	• Provide day to day guidance and oversight to deployed teams under their supervision.
Deployed teams personnel	• Perform work in accordance with ADEP and facility procedures. • Maintain current knowledge of waste management requirements and provide guidance as needed.

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**Section 4
Technical Services**

Service Delivery Model
Waste and Environmental Services

Waste Generator Support

Policy

WES-WA's Generator Support Services (GSS) Team reviews and approves waste characterization and waste disposition requests from generators at LANL. GSS provides technical and regulatory guidance to waste generating facilities and their tenant and waste management coordinators related to management of solid, radioactive and hazardous waste ensuring compliance with TSDF waste acceptance criteria and applicable federal and state waste management regulations.

Implementation The following table lists specific responsibilities.

Who	What
WES-WA Group Leader	• Establish and manage the overall technical direction for the Waste generator support services. • Ensure adequate resources are available to conduct assigned work.
GSS Functional Team Leader	• Ensure workers are trained and qualified to perform their duties. • Prioritize work to ensure customer needs are met. • Create processes and procedures to ensure that generator support services are adequate to meet customer needs.
GSS personnel	• Perform work in accordance with ADEP and facility procedures. • Maintain current knowledge of waste management requirements and provide guidance as needed. • Review, approve and QA Waste Profile forms and extensions, Chemical Waste Disposition Records (CWDR) for compliance with Waste Acceptance Criteria. • Provide technical support to Treatment , storage and Disposal facility, generators and waste management coordinators. • Perform TRU waste pre-shipment container pre-shipment inspections.

Waste Certification, Characterization, and Verification

Policy ADEP provides Waste certification, characterization, and verification to the institution. Waste Certification meets the requirements established in DOE Order 435.1 "Radioactive Waste Management", pertaining to radioactive waste. Transuranic Waste Characterization provides at the generator site: waste management guidance, characterization, and certify routine transuranic waste. Verification includes reviewing waste characterization information for consistency with the Waste Certification Program.

Implementation The following table lists specific responsibilities.

Who	What
WES-WA Group Leader	• Establish and manage the overall technical waste support provided through certification, characterization and verification.
Waste Certification personnel	• Develop and forward for approval a Radioactive Waste Management Basis (RWMB) for each radioactive waste generating facility. • Coordinate generator waste certification plans. • Coordinate rad waste storage registration and surveillance program.
Waste Characterization personnel	• Provide guidance for segregation, packaging, and shipping of complex transuranic waste issues. • Conduct acceptable knowledge analysis by reviewing generator procedures, or studying process details, or conducting interviews with subject matter experts for safe storage of transuranic waste at TA-54. • Prepare waste profile forms for transuranic waste generated throughout TA-55 facility. • Provide technical details on interpretation of TRAMPAC requirements in coordination with Waste Disposition Project to TA-55 personnel.
Waste Verification personnel	• Inspect waste containers upon receipt to determine if they are received in good condition with proper paperwork. • Examine waste container contents for compliance with the WAC. • Verification of waste container contents for radiological characteristics, visually examining waste, sampling and analyzing waste container contents may also be performed. • Coordinate waste stream verification and QA for Waste Acceptance Criteria.

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Section 4
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Service Delivery Model
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Environmental Project Management

Policy   ADEP maintains the Laboratory's capability for environmental project management. WES makes Environmental Project Managers (EPMs) available to its customers. The EPMs are properly trained and qualified to manage baselines and budgets, environmental work, and contracts as applicable.

WES is responsible for:
- Providing personnel with necessary technical expertise to perform EPM duties
- Establishing minimum training qualifications to perform EPM duties

Implementation The following table lists specific responsibilities.

Who	What
IPTD	• Establish need for Environmental Project Leaders. • Provide day to day direction to EPMs.
WES-RS group leader	• Establish minimum training requirements and job qualifications for EPMs. • Provide resources to ensure EPMs maintain compliance with these minimum training requirements. • Communicate safety lessons learned to EPMs.
Environmental Project Leaders	• Maintain training and qualifications to be an EPM. • Ensure work is performed efficiently in accordance with approved procedures and in a safe and secure manner. • Manage baseline work, as assigned, within scope, cost and schedule.

Subcontract Oversight

Policy ADEP maintains the Laboratory's capability for overseeing environmental subcontracts including waste management, characterization, remediation, D&D and administrative contract. ADEP will use subcontract technical representatives (STRs) to manage its contracts. These STRs will report directly to Environmental Project Leaders and will be deployed through WES.

Implementation The following table lists specific responsibilities.

Who	What
IPTD	• Establish need for Subcontract Technical Representatives (STRs). • Provide day to day direction to Environmental Project Leaders
WES-RS group leader	• Establish minimum training requirements and job qualifications for STRs. • Maintain ADEP Environmental Subcontracts Management Procedure, EP-DIR-SOP-7004. • Fulfill the role of Environmental Subcontracts Manager, per EP-DIR-SOP-7004. • Maintain documentation of STR assignments and qualifications, per EP-DIR-SOP-7004. • Interface with ASM and CM to ensure consistency and effectiveness of ADEP STR program.
ADEP STR Lead	• Establish and hold periodic (e.g., bi-weekly) STR meetings to ensure continued training and qualification of STRs. • Coordinate and compile information collected by STRs in accordance with EP-DIR-SOP-7004.
Environmental Project Leaders	• Provide day to day direction to STRs. • Communicate any needed contract changes to the STR.
STR	• Perform work in accordance with EP-DIR-SOP-7004. • Provide single point of contact to subcontractors and to ASM for assigned subcontracts.

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Section 4
Technical Services

Service Delivery Model
Waste and Environmental Services

Technical Procedure Development

Policy

WES will develop technical procedures necessary to perform work in support of its customers. These procedures will not include operational procedures but will focus on the technical work documented in this section of this Service Delivery Model.

WES is responsible for
- Working with customers to identify technical procedures that need to be developed, updated, or modified
- Identifying subject matter experts to develop or modify necessary procedures
- Coordinating with customers, as needed, to minimize impacts on customers when deployed personnel are required to work on procedures
- Ensuring that procedures are compliant with applicable requirements (e.g., Consent Order, FFCA, etc)

Implementation The following table lists specific responsibilities.

Who	What
Functional manager/ division leader	• Establish overall policies and approaches to technical procedure development. • Support customers and WES personnel in the establishment and approval of necessary technical procedures.
WES Group Leaders	• Work with customers to identify and implement needed procedure development and/or modifications. • Assign procedure development to appropriate team leaders. • Coordinating with customers, as needed, to minimize impacts when deployed personnel are required to work on procedures. • Ensuring that procedures are compliant with applicable requirements.
WES Team leaders	• Ensure procedures are developed and are in compliance with applicable requirements. • Ensure that procedures can be performed as written and that WES personnel are appropriately trained. • Work with customers to ensure that priorities are established and understood. • Ensuring that procedures comply with applicable requirements.
Employees	• Work with team leaders to develop and / or modify procedures in the employees' subject areas. • Work with team leader and customers to ensure that priorities are established and understood.

Process Improvements

Policy
WES uses standard process improvement tools to improve its organizational performance through identifying and eliminating defects, waste, rework, and non-value added activities. These tools enable management to analyze work processes, implement metrics to monitor performance against set expectations, and to launch continuous improvement methods.

WES assists ADEP organizations to design and manage process improvement activities; and ensures that improvement process efforts use standard process improvement methods and are adequately documented so that savings can be recognized.

Implementation The following table lists specific responsibilities.

Who	What
WES Functional manager/ division leader	• Identify potential PIP projects. • Act as Champion for projects. • Provide resources as appropriate. • Encourage process improvement culture.
WES Group Leaders	• Identify potential PIP projects. • Include PIP projects in staff IPOs. • Support PIP activities. • Nominate group members for process improvement training.
WES PIP Coordinator	• Encourage potential Yellow Belt Candidates to take training. • Mentor candidates. • Track all Six Sigma Process Improvement activities. • Provide monthly update to Strategic & Long Range Planning Program manager and WES Functional manager/ division leader. • Assist with PIP documentation and submittals. • Assist CAO and Process Improvement organizations.
Yellow Belt trainees	• Attend Yellow Belt training. • Complete PIP and certification presentation. • Formally document PIP results and submit to CFO.

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Section 4
Technical Services

Service Delivery Model
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Regulatory Strategy

Policy

WES maintains technical expertise to assist its customers with developing regulatory strategies. Customers will set direction and scope for any regulatory strategies to be developed or implemented.

WES is responsible for:
- Providing personnel with necessary technical expertise to assist with development of regulatory strategy
- Ensuring contract vehicles are in place and available to access technical expertise not available through LANS personnel

Implementation

The following table lists specific responsibilities.

Who	What
IPT Directors	• Lead regulatory strategy development as needed to support project work. • Communicate with other IPT Directors and with other LANL organizations to ensure strategies across the institution are consistent.
WES-RS Group Leader	• Ensure necessary regulatory expertise is available either through WES personnel, contracts, or deployed personnel.
Team Leader	• Manage contracts necessary to ensure regulatory strategy expertise is available to the customers. • Coordinate with customers to ensure that necessary personnel are available and that work is prioritized.
Customers	• Establish needs for expertise and communicate to the WES Group Leader or the Team Leader.

If you have read and understand the preceding document, click here to receive EDS credit.

Appendix 1. ADEP Organization Chart

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                    ┌──────────────────────────────────────┐ ········· ┌──────────────────────────┐
                    │  Environmental Programs Directorate   │           │ Facility Operations Director │
                    └──────────────────────────────────────┘           │ (FOD)                     │
                                                                        └──────────────────────────┘

┌────────────────────────────────────────┐
│  Strategy and Long Range Planning Office │
└────────────────────────────────────────┘

┌────────────────────────────────┐        ┌──────────────────────────────────────┐
│  Corrective Actions Projects (CAP │       │  LANL Water Stewardship Project (LWSP) │
└────────────────────────────────┘        └──────────────────────────────────────┘

┌────────────────────────────────┐        ┌──────────────────────────────────────┐
│  Radioactive Liquid Waste (RLW)  │       │  TA-21 Closure Project (TA-21)        │
└────────────────────────────────┘        └──────────────────────────────────────┘

┌────────────────────────────────┐        ┌──────────────────────────────────────┐
│  Waste Disposition Project (WDP) │       │ Waste and Environmental Services Division │
└────────────────────────────────┘        │ (WES)                                 │
                                          └──────────────────────────────────────┘
```
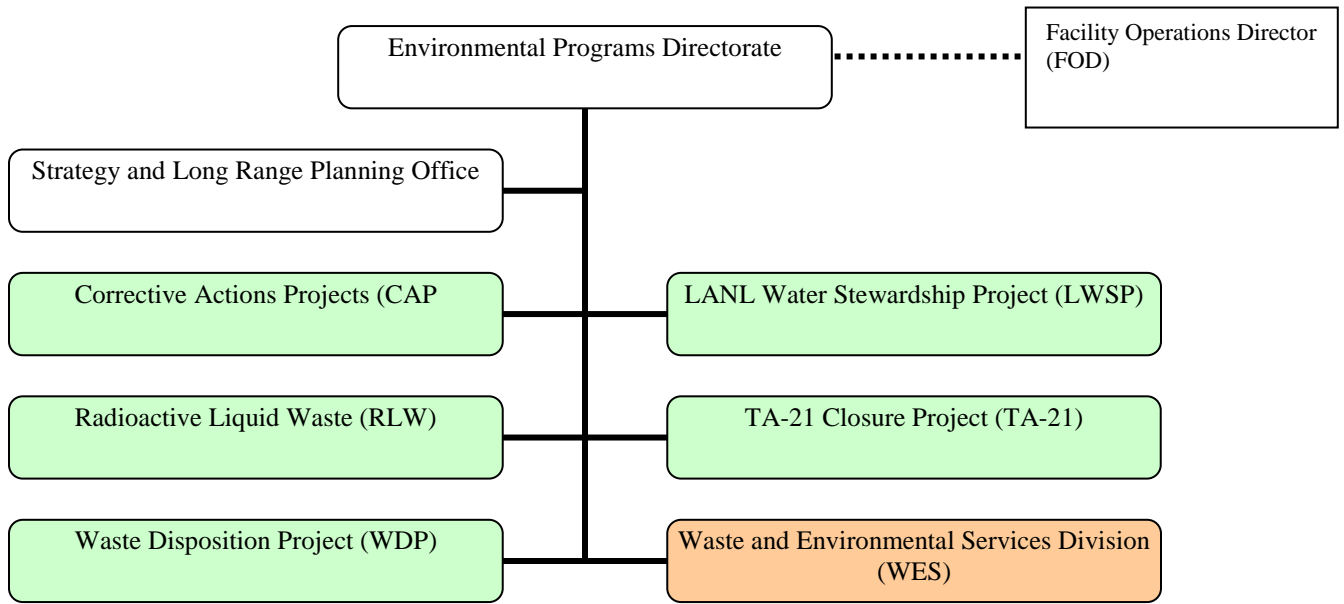
Green shaded boxes = Programmatic organizations
Orange shaded box = Functional organization

Appendix 2. IPT Chain of Command

```
┌─────────────────────┐   ┌─────────────────────┐   ┌─────────────────────┐
│ Facility Operations │ - │ Integrated Project  │ - │ Home Organization   │
│ Director            │   │ Team (IPT) Director │   │ (e.g., Functional   │
│                     │   │ E.g., Project       │   │ Manager)            │
│                     │   │ Director            │   │                     │
└─────────────────────┘   └─────────────────────┘   └─────────────────────┘

┌─────────────────────┐   ┌─────────────────────┐   ┌─────────────────────┐
│ Operations Manager  │ - │ Program Manager     │ - │ Group Leader        │
└─────────────────────┘   └─────────────────────┘   └─────────────────────┘

┌─────────────────────┐   ┌─────────────────────┐   ┌─────────────────────┐
│ Shift Operations    │ - │ Project Leader      │ - │ Team Leader         │
│ Manager             │   │ Task Leader         │   │                     │
└─────────────────────┘   └─────────────────────┘   └─────────────────────┘

┌─────────────────────┐   ┌─────────────────────┐   ┌─────────────────────┐
│ First Level Manager │   │ Subcontract         │   │ First Level Manager │
│ PIC                 │   │ Technical           │   │ PIC                 │
│                     │   │ Representatives     │   │                     │
│                     │   │ (STR)               │   │                     │
└─────────────────────┘   └─────────────────────┘   └─────────────────────┘

┌─────────────────────┐   ┌─────────────────────┐   ┌─────────────────────┐
│ Deployed Workers    │   │ Project-specific    │   │ Deployed Services   │
│ E.g., Samplers      │   │ Contracts           │   │ Teams               │
│ Scientists          │   │ E.g., Drilling      │   │ E.g., SMO           │
│ GIS                 │   │ Report prep         │   │ Data Services       │
│                     │   │                     │   │ Document Services   │
└─────────────────────┘   └─────────────────────┘   └─────────────────────┘
```

Green – Indicates IPT
Yellow – FOD
Orange – Home organization
chain for deployed teams

Appendix 3. Functional Organization Chain of Command

```
┌─────────────────────────┐
│   Division Leader or     │
│   Functional Manager     │
└─────────────────────────┘
            │
┌─────────────────────────┐
│      Group Leader        │
└─────────────────────────┘
            │
┌─────────────────────────┐
│  Functional Team Leader  │
│          (FTL)           │
└─────────────────────────┘
            │
```

Employee E.g., Professional Development PerforM New assignments Core Training	First level manager (may be filled by FTL)	Subcontract Technical Representatives (STRs)
	Deployed Services Teams E.g., SMO Airnet	EP-wide contracts E.g., analytical PRS Database