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Office of
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Office of Science Management System (SCMS) Renewal Project

Final Report

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EXECUTIVE SUMMARY

The Office of Science uses a standards-based management approach to clearly define the functions, responsibilities, and authorities needed to carry-out its mission. The Office of Science Management System (SCMS) is a web-based management system developed to provide desktop access to Office of Science (SC) policies, practices, and procedures; to establish uniform processes for improved performance, accountability, and control; to define procedures from a user perspective; to focus SC efforts on requirements; and to translate requirements into procedures that are current, accurate and relevant. SCMS was created and developed by federal employees between May 2005 and December 2008 and became fully operational on January 1, 2009.

On October 3, 2017 the previous SCMS platform (Adobe ColdFusion) was taken offline due to potential security vulnerabilities. Once it became clear that the previous platform would remain offline indefinitely, the SCMS Renewal Project was established in December 2017 by the Deputy Director for Field Operations (DDFO). The Renewal was structured like a project and included a Program Manager, Project Management Executive, Senior Advisory Committee, Project Director and Team Leads. The Project Team members were selected from the SC field offices, Consolidated Service Center, and Headquarters. The Senior Advisory Committee was comprised of leadership from across SC.

The Renewal Project Team was charged with assessing the purpose and functionality, of SCMS and determining what changes in content, scope, process/procedures, and functionality would be needed to ensure continued viability. The effort was focused on the following core areas: Content/Execution; Benchmarking/Crosswalk with Labs Management Systems; Platform, Design, Navigation, and Functionality; Management and Administration; and Current/Future Cost and Effort.

In November 2018 the Senior Advisory Committee performed a review of the SCMS renewal strategy and progress to date. Recommendations from the committee were addressed and a decision was made to develop a new SCMS platform.

A new web based SCMS platform was developed and released to the SC community in January 2020. Prior to the release, the Project Team completed two pilot tests of the new platform and system and SCMS Operations corrected all content transfer errors. SCMS Operations provides day-to-day management, operation, and maintenance of the SCMS platform to ensure reliable and efficient services to SC; works with the requirements management MSCs to execute the requirement management MS; executes the requirements management functions of SCMS; operates, manages, and maintains the SCMS Web application, and manages SCMS documents (i.e., management system descriptions, program descriptions, subject areas, and guidance/policy documents) production function by providing technical editing and publishing support to SCMS development and maintenance efforts.

After the release, the Project Team solicited feedback on the new platform via an online survey to the entire SC community and targeted focus group sessions. The focus groups were comprised of SC managers and directors, as well as SCMS users, non-users and management system coordinators. Feedback obtained has been incorporated into the report recommendations.

The recommendations below and path forward for SCMS have been endorsed by the Senior Advisory Committee. This effort will help to ensure that SCMS continues to be a relevant and effective standards-

based management system in the future. This report represents an in-depth look at all aspects of SCMS and the recommendations, along with the new platform, serve as the basis for the SCMS “renewal” and represent the end of the project. This report will be presented to the SCMS Approval Board for disposition of the recommendations.

Recommendations

1. Appoint an SCMS Champion from SC senior management to develop and properly flow down and communicate the purpose and expectations of SCMS to all SC staff to allow SCMS to be implemented consistently among all SC organizations. The appointed champion will lead the effort to implement the recommendations from the SCMS Renewal Report
 - a. Determine if SCMS should be an SC-wide tool.
 - b. Incorporate the determination that SCMS procedures are applicable and consistent SC-wide into the SCMS Requirements Management, Management System (MS).
 - c. Direct the incorporation of an SCMS-related statement about their SCMS responsibilities and authorities into an existing element within the performance plans of all SC Federal staff assigned to serve as SCMS MSC Process Stewards, MSC Implementation Leads, MS POCs, Subject Area POCs, and/or Procedure SMEs.

2. Develop a communication strategy that provides a sustained SCMS message throughout SC.
 - a. Direct the creation and incorporation of an SCMS module into new-hire on-boarding.
 - b. Direct the creation of an online SCMS training tutorial for SC Federal employees that can be assigned by SC Managers to their employees as responsibilities and/or assignments dictate.
 - c. Develop continuous sustainable communication to all staff about SCMS.
 - d. Consider reinstating SCMS Monthly Updates from SCMS Operations.

3. Ensure the content of SCMS remains user focused.
 - a. The SCMS Approval Board and MSC Implementation Leads should ensure implementability.
 - b. Determine whether SCMS procedures establish required SC protocols for accomplishing work, or guidance for performing work.
 - c. Instruct MSCs to relay FAQs on the MSs to SCMS Operations for inclusion in the FAQ section of the SCMS Homepage.
 - d. Clarify/incorporate the hierarchy of steps/statements in procedures, to distinguish level of requirement [e.g., delineation of required steps (driven by directive or regulation) vs. best practices (preferred approach by Science management)].
 - e. Offer an Alternative SCMS Management System Description (MSD) structure which would allow the SCMS MSD to serve as a “gateway” to an alternative procedure system maintained on a non-SCMS platform preferred by the cognizant SMEs of the affected functional area, in order to reduce duplication of effort in maintaining dual systems while still enabling SCMS to be the “one-stop-shop” SC Management System.

4. Several SCMS documents were cited as needing improvement or updating by SCMS Survey or Focus Group participants. Notify the cognizant MSCs (Process Steward and Implementation Lead) of the suggested areas for improvement and provide the Survey and Focus Group results for consideration during their respective MS review & update process.

<ul style="list-style-type: none"> ○ Accelerator Safety ○ ISM ○ Personal Property ○ FEOSH ○ Fund-In & Funds-Out of M&O Contracting 	<ul style="list-style-type: none"> ○ NEPA ○ Sustainability ○ M&O Contracting ○ Fire Hazard Analysis/Building Codes
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5. To maintain SCMS at the current cost level on Sitecore for the next three years,
 - a. Maintain SCMS Operations at its current staffing level.
 - b. Maintain support from OSTI programming staff as needed.
 - c. Wherever possible, transfer functionality and accessibility for changes and updates from OSTI to SCMS Operations to support future work at lower cost and with quicker results.
 - d. Maintain Sitecore licenses for SCMS Operations for future functional capabilities.
 - e. Limit the need for additional vendor support from agencyQ.

6. Update new and continuing MSC training and guidance to include MSC effort data and recommendations to manage workload.
 - a. The effort of MSCs on SCMS in 2017 ranged from 1% to 75% depending on type of work being done, general, directives reviews, or biennial MS review. Most MSCs averaged 5% of their time to do SCMS general work and 20% during biennial reviews.
 - b. To increase efficiency and effectiveness in revising SCMS content, MSCs should expand and diversify their MS teams
 - c. MSCs should include a Subject Matter Expert (SME) from each Site Office and Headquarters to write Procedures and Point of Contact (POC) for each Subject Area to reduce the burden of work for the MSC.
 - d. These actions will streamline and quicken the review and update process.
 - e. This new approach can be conveyed through training, guidance documents, and useful conversation with MSCs.

7. Develop and document a process for identifying and removing functions from a MS that are managed at the DOE corporate level such as Legal Services, Human Resources, and Budget and Financial Management.

8. Develop and publish a procedure for removing a Management System. (Draft Complete).

9. Based on Lab System Reviews, consider creating a new Strategic Planning Management System or creating a Strategic Planning Subject Area within an existing MS.

10. Based on Lab System reviews, consider adding the following SCMS Subject Areas or Procedures,

- a. **Purchasing-Card Program** (Add to Simplified Acquisitions Process Subject Area in Non-Management and Operating Contracting [NMOC])
- b. **Conference Management** (Add to Budget and Financial Management (BudEx), only covered by Guideline in SCMS now)
- c. **Foreign Travel** (Only covered in SCMS in relation to Foreign Nationals, should be added to the Safeguards and Security Program and Emergency Management System [SSEC] to address federal employee foreign travel.)
- d. **Indirect Rate-Setting** (Add to BudEx)
- e. **Management System Integration** (Add to the Communications and Public Affairs MS or the Requirements Management System [RDM])
- f. **Electrical Safety, Surface Water Protection, Ground Water Protection, Waste Management, Fire Safety, Fire Protection, and System Safety** (Add or expand all to Environment, Safety, and Health MS [ESH])
- g. **Global Services** (Add to Human Resources Services MS [HRD])
- h. **Small Business Program** (Add or expand in to NMOC)
- i. **Business Development** (Add to NMOC)
- j. **Obtain Exception of Waiver** (Add to RDM)
- k. **Active Shooter** (Add to SSEC)
- l. **Protective Force** (Expand in SSEC)

11. The format of SCMS should be more useful, and access to SCMS should be easier. Suggestions for improvements gathered through the SCMS Survey and Focus Groups are listed below. SC management should have SCMS Operations evaluate the cost of implementing these format changes and access improvements.

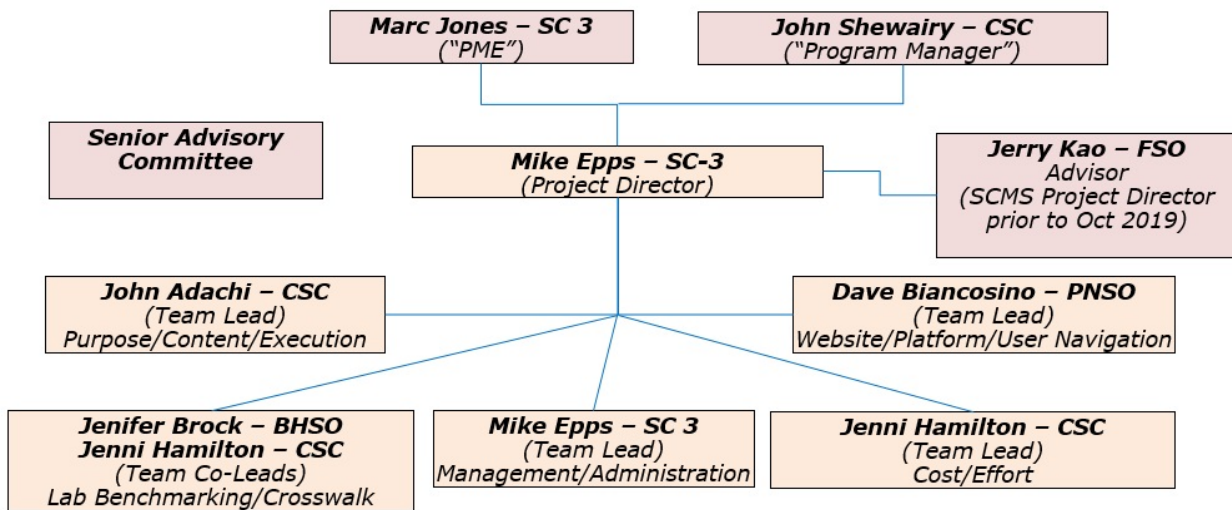
- a. In the left tool bar on each MS Subject Area Homepage, each Exhibit should have its title included along with the Exhibit numbers.
- b. Create a numeric or easier flowing reference system similar, but not identical, to a work breakdown structure for the MS, SA, and Procedure titles.
- c. A change history log should be provided.
- d. A subscription-type service to SCMS should be provided to automatically notify users when their functional areas of interest have been revised, including summaries of the changes.
- e. Enable easy access to SCMS by providing an SCMS desktop icon for all SC employees.
- f. Develop an SCMS QuickStart Guide.

12. Focus Group participants recommended creating new or “split-out” SCMS documents in the following areas,

- a. Conventional Infrastructure and Facilities Management should be covered by its own MS. Those topics should be split out from Nuclear Facilities Safety & Operations.
- b. The Budget & Financial Management MS covers a significant range of work. It should be split into 3 MSs: Accounting, Budget, and Financial Management Evaluation and Review.
- c. A Procedure or SA on Work for Others.
- d. A Procedure on Hazard Categorization for non-nuclear facilities.

1. Introduction

The Office of Science Management System (SCMS) is a web-based system developed to provide desktop access to Office of Science (SC) policies and procedures. SCMS seeks to establish uniform processes for improved performance, accountability, and control; to define procedures from a user perspective; to focus SC efforts on requirements; and to translate requirements into procedures that are current, accurate and relevant. SCMS was formally established on January 1, 2009. The original SCMS web platform (Adobe ColdFusion) was taken offline on October 3, 2017 due to possible security concerns. In November 2017, an SCMS review was formally charged by the Deputy Director of Field Operations (DDFO) to ensure SCMS would remain relevant, cost efficient, and functioning as initially designed. In January 2018, an SCMS review team was formed with the review structured as a project. The SCMS review team’s organization is shown below.



- **Team 1 – Purpose/Content/Execution**
 - John Adachi – CSC (Team Lead)
 - Jenifer Brock – BHSO
 - Jenni Hamilton – CSC
 - Jennifer Harling – CSC/General Law Division
 - Dan Middleton – SC-31
 - Margaret Marks – ASO
 - Sandra Rogan – PSO
 - Patricia [Schuneman](#) – CSC
- **Team 2 – Lab Benchmark/Crosswalk**
 - Jenni Hamilton – CSC (Co-Team Lead)
 - Jenifer Brock – BHSO (Co-Team Lead)
- **Team 3 – Website/Platform/User Navigation**
 - Dave [Biancosino](#) – PNSO (Team Lead)
 - Anthony Carrera – SC-4
 - Jason Miller – SC-4
 - Stephanie Burrier - PNSO
- **Team 4 – Management/Administration**
 - Michael Epps – SC-3 (Team Lead)
 - Tracy Sims – CSC
 - Jenni Hamilton – CSC
- **Team 5 – Cost/Effort**
 - Jenni Hamilton – CSC

The SCMS review team was initially formed to address the DDFO's November 2017 charge questions but was subsequently tasked to create and optimize a new SCMS web platform. An opportunity arose in February 2018 to incorporate SCMS into the SC main website platform on Sitecore. The repurposed SCMS Renewal Project Team decided it was beneficial to take advantage of this opportunity, and Sitecore was selected as the next SCMS web platform.

On August 2018, a contract to agencyQ was awarded to build the new SCMS web platform. After the contract award, the review team conducted a Senior Advisory Committee Review in November 2018 to assess the SCMS renewal progress and action plan going forward. Once agencyQ completed the rebuild of SCMS on Sitecore, a preliminary pilot test was conducted in April 2019 and a final pilot test was conducted in December 2019. Changes resulting from both pilot tests were incorporated into SCMS by the SCMS Operations team. There were several challenges that SCMS Ops and the Project Team had to overcome during the building of the new platform. The following challenges caused a 12-month delay: (1) longer than proposed contractor build time, (2) content transfer errors, (3) unforeseen malfunctions with the SC-2 website, and (4) the Sitecore platform required the purchase of additional login licenses which was unforeseen by the Project Team. A year and half later, after the contract award, the new SCMS platform was launched to all of SC on January 6, 2020. After the launch of the new platform, employee surveys were sent, and focus group meetings conducted to obtain SC-wide feedback on the new and prior SCMS.

This report documents the efforts of the Renewal Project Team to achieve the following objectives:

- 1.) Create a new and an efficient, secure, and flexible long-term SCMS platform
- 2.) Determine what SCMS content should be included
- 3.) Ensure a positive and beneficial user experience
- 4.) Improve functionalities, capabilities, and review cost efficiency
- 5.) Examine SCMS operational cost/effort and the process for how content is kept up to date
- 6.) Compare SCMS with six Science lab-based management systems
- 7.) Obtain input from as many as possible SCMS Users to improve the system
- 8.) Utilize the surveys as an SCMS communication tool
- 9.) Utilize focus groups to get honest and detailed feedback on SCMS
- 10.) Establish and maintain support and buy-in from SC Headquarters leadership on SCMS path forward

2. Benchmark/Crosswalk with Lab Management Systems

Benchmark of Management System Platforms

The team benchmarked the legacy SCMS platform to Managements System platforms at six Science Laboratories; Brookhaven National Lab (BNL), Oak Ridge National Lab (ORNL), Pacific Northwest National Lab (PNNL), Argonne National Lab (ANL), Fermi National Lab (FNAL), and SLAC National Lab (SLAC). Interviews and discussions were held with the Requirements Managers at the six Science Labs noted above. The team also reviewed Lab Management System platforms from the Office of Nuclear Energy (NE), Idaho National Lab (INL) and the Office of Energy Efficiency and Renewable Energy (EERE), National Renewable Energy Lab (NREL). This review took place between February 2018 and March 2018. The results are shown in the following platform comparison chart.

SCMS PLATFORM AND LAB MANAGEMENT SYSTEM PLATFORMS

(Benchmark Comparison of Possible Platform Choices to Evaluate or Review)

Data compiled between February 2018 and March 2018

ORGANIZATON	SITE (Fed/Lab)	SYSTEM	CURRENT PLATFORM
Office of Science Management System	Fed	SCMS	<u>COLDFUSION</u>
Oak Ridge National Lab	Lab	SBMS	<u>COLDFUSION</u> <i>(will eventually pursue another application, but currently working well and other applications need upgrades or replacements)</i>
Brookhaven National Lab	Lab	SBMS	<u>COLDFUSION</u> <i>(Migrating to .Net Looked at EtQ but were not happy with it)</i>
Pacific Northwest National Lab	Lab	HDI/M&O Programs	<u>COLDFUSION to .NET</u> <i>[(ASP.NET 4.0) and a COTS product called iServer by Orbus]</i>
Argonne National Lab	Lab	LMS	<u>ORACLE</u> <i>(Off-the-Shelf Complete Package)</i>
Fermi National Lab	Lab	GMS/ FermiPoint	<u>SHAREPOINT in .ASPX</u> <i>(Customized Version is FermiPoint)</i>
SLAC Lab	Lab		<u>.NET & SHAREPOINT</u> <i>(The six systems used are an integrated infrastructure of assurances all based on .Net)</i>
Idaho National Lab (INL)	Lab/NE		<u>.NET combined with ePOWER</u> <i>(from Northrup Grumman)</i>
National Renewable Energy Lab (NREL)	Lab/EERE		<u>DRUPAL</u> <i>(open source content-management framework written in PHP)</i>
<u>NOTABLE BENCHMARK EVALUATION FINDING</u> <u>.Net</u> or its products appear to be the most often chosen SC platform.		All the Battelle Labs systems and Federal SCMS were built on <u>ColdFusion</u> . <u>Two</u> labs have now migrated from <u>ColdFusion</u> to <u>.Net</u> . ORNL decided to stay in <u>ColdFusion</u> . <u>One</u> lab is on <u>SharePoint</u> with supporting framework in <u>.Net</u> . <u>One</u> lab is on <u>.Net</u> with <u>SharePoint</u> as one of its interfaces. <u>One</u> lab is on <u>ORACLE</u> , an out-of-box package. The majority of SC Labs' systems were built on <u>ColdFusion</u> and have migrated to <u>.Net</u> . The NE lab reviewed is also on <u>.Net</u> .	

Based on a review of Management System Platforms, .Net would have been a very viable platform with the high-level functionality that SCMS needed however, Sitecore was chosen for the new SCMS platform because it was being used as the transitional platform for all SC-1 webpages.

Crosswalk of Management Systems

The team completed a detailed crosswalk comparing the SCMS Management Systems to the Management Systems at the six Science Labs noted above. A full breakout by Management Systems, Subject Areas, and Procedures is provided in Appendix D. The last column of Appendix D contains 29 highlighted items noted as Lab Management Systems areas not covered in SCMS. These are areas for consideration to add to SCMS if the functional MSC believes they would be valuable.

There are additional Management Systems that could be valuable to add. Strategic Planning would be very beneficial but would require a new MSC to manage. Content on Scientific User Facilities could be included as part of the new Program Management MS however, the content would also need to be covered through the Contractor Assurance System portions of SCMS.

3. Platform, Design, Navigation, Functionality

Legacy SCMS System

The legacy SCMS system was hosted on one DOE server in Oak Ridge and content was being updated and managed through the SCMS operations team. The platform being utilized was ColdFusion which required coding of the content in ColdFusion Markup Language (CFML), a variant of Hyper Text Markup Language (HTML), specifically for ColdFusion. The ColdFusion Platform was taken down indefinitely due to identified Cyber Security Risks in the ColdFusion coding language structure. The content was converted to Portable Document Format (PDF) and stored on an internal, shared drive. All hyperlinks were initially broken when converted to PDF, making navigation on the shared drive extremely difficult. The SCMS Operations team reestablished the hyper and document links or added documents separately on the shared drive to allow access to SCMS content.

Strategy

The SC community needed SCMS content available as soon as possible. To speed up the recovery effort, the SCMS review team sought an interim solution to display SCMS content that potentially may not be fully functional. This was not the typical approach to system development but given the situation it was feasible. After feedback is solicited from the SC community on the new web platform, we can refine our functional requirements and enhance the final SCMS solution. To move forward with this approach, we selected a solution that has growth potential and capabilities that we believe far exceeded our need. Costed change orders may be needed for revisions after initial launch.

New System Description

The main need was to have a searchable system available to display/present SCMS content, procedures and applicable linkages to DOE Orders, Laws, and Regulations, and internal documents specific to SC methods of working and responsibilities. The front end of the system had to be intuitive and easy to use for the typical SCMS user. The back end had to be able to handle multiple types of content, but mainly Tiered Formatted procedures and related documents with associated hyperlinks. The input/publication of content needed to be easy and have an approval process built into the new system for continual/consistent tracking prior to final publication.

Cyber

The previous SCMS system was taken down due to Cyber Security concerns of its ColdFusion platform. We needed to ensure that the next platform meets all Cyber security requirements and standards. It had

to have a history of patching and updates and upgrades for cyber threats. We need to be able to understand the threats of the new platform as well.

Sustainability

We needed to make sure that the platform chosen would be sustainable with a reliable history of upgrades and updates.

System Maintenance

The system needed to be capable of being maintained and hosted on existing DOE servers.

Alternatives Analysis

Our alternatives analysis for the platform was based on several criteria; the ability to get an interim solution up and online quickly; cost; cyber security; sustainability; and system maintenance. The main platforms that were considered included: SharePoint and Sitecore. ColdFusion was not considered based on current cyber issues and decisions not to use that platform.

Sitecore: There was a contract in place that utilized Sitecore on SC servers at OSTI. Sitecore is a .NET based Content Management System (CMS) approach for information communication with an intelligent search engine. The previous system could easily be adapted to an SCMS environment and could grow and change from a limited interim solution to a full-blown system with many options. Because it is a full CMS it can communicate multiple content formats such as: documents; graphics; photos; videos; links; etc. It also has other CMS capabilities useful for managing the content as well including publishing (holding drafts or versions), and workflow for review and/or routing. Of course, the key thing it can do is manage and organize the content.

The most difficult and time consuming part of this approach was taking existing data and formatting it appropriately for a new system since it was currently in a ColdFusion or PDF format, however, no matter what system we chose this was going to be an issue since ColdFusion was not an option.

Initial system costs for the interim solution were determined to be acceptable and since SC had a license to use Sitecore, no additional licensing costs beyond their license to host the system were expected. We were careful not to add too much in terms of change orders to keep the costs under control. However, three additional licenses were required due to the surge at startup and for backend interfaces. We expect additional resources may be needed in the future for upgrades to respond to user feedback.

Content management could be handled by the current SCMS team after system development. System maintenance could be handled under the previous SC-2/OSTI activities, now SC-3/OSTI activities.

Sitecore has been a consistent CMS approach since 2001 and as of our analysis was on version 9 of its software release. Upgrades from one version to the other have been seamless from a user and admin experience. Sitecore is a great system for external/public facing websites.

SharePoint: SharePoint is currently being used by the SC IT organization for policies and procedures and appears to be working well for them. All of SC currently has access to the SC SharePoint and it is managed such that it is fully compliant with all cyber security requirements. SharePoint is also a CMS since it holds and displays content and can hold content in folders or locations. It falls short when it

comes to easily publishing and managing content and does not provide an easy backend solution for administrators.

Existing SCMS data would still need to be formatted appropriately for a new IT platform. System costs were expected to be comparable to Sitecore, however we did not get a full estimate to determine development and maintenance costs.

Content Management could be handled by the current SCMS team with support and help from SCSC. System Maintenance could be handled by the current SCSC contract.

SharePoint has been in existence since 2001 and as of our analysis was in its 2016 version, However the Office of Science was still using SharePoint 2010 and skipping over 2013 on an upgrade to 2016. The upgrades from version to version have been clunky from a user perspective. SharePoint is a good internal solution for collaborative work. They are abandoning their external facing features and directing users to other solutions for external facing.

The SCMS review team looked at the pros and cons of both Sitecore and SharePoint; reviewed many publications, articles, and user experiences; and had discussions with both Sitecore and SharePoint developers. After careful review the team decided to pursue a Sitecore solution based on several items. Sitecore is more of an external facing website platform which gives more of the user experience we are looking for in SCMS, not necessarily that we want it externally facing, but the experience is different. Content management and administration is more powerful with Sitecore and should be able to serve us into the future. From a cost perspective, in the end this was not a deciding factor for either system. From a cyber security perspective, both systems were acceptable.

4. Management and Administration

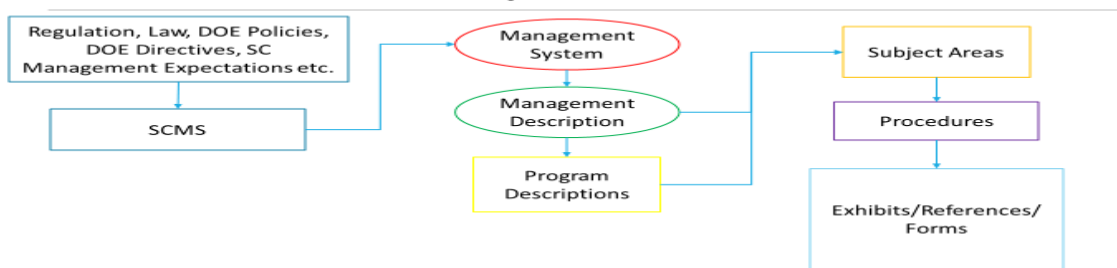
This section provides an analysis of SCMS as it pertains to document control and change management including the procedures used to create, update, edit, review, approve, publish, and execute content. Management Systems are used to manage requirements within different function areas. Requirements applicable to the SC mission are mapped to or shared with the Management Systems listed below.

Budget and Financial Management (BudEx)	Non-Management and Operating Contracting (NMOC)
Communications and Public Affairs (Commun)	Office of Science Management System (SCMSB)
Environment, Safety, and Health (ESH)	Personal Property Management (PProp)
Equal Employment Opportunity, Diversity and Inclusion (EEODI)	Project Management (ProjMgmt)
Facilities Safety Operations and Infrastructure (FIN)	Quality Assurance and Oversight (QUAL)
Financial Assistance (FAMS)	Real Property Management (RProp)
Human Resources Services (HRD)	Records Management (RMS)
Information Technology (ITM)	Requirements Management (RDM)
Legal Services (LEG)	Safeguards and Security Program / Emergency Management System (SSEC)
Management and Operating Contracting (MOC)	

Mapping of requirements is maintained by the SCMS Operations Center. Sources of requirements may include but are not limited to; Federal Laws and Regulations; Rules promulgated by DOE (Title 10 Code of Federal Regulations [CFR]); DOE Directives; DOE Technical Standards that are invoked by DOE Directives; DOE memoranda, as deemed applicable through the SCMS process.

The development and publication of SCMS documents is controlled using established procedures within the Requirements Management System and include Management System Descriptions; Subject Area Descriptions; Procedures; Program Descriptions; Exhibits/Forms; Delegations of Authority. The SCMS document hierarchy is shown below.

Document Hierarchy



Previous Content Approval Process

The previous process for content approval is listed below and included the following steps. SCMS Operations determines whether changes in the management system are Major or Minor via discussion with the various content editors.

- Major changes add new steps or remove old ones, add new approvals, revise work processes, or change responsible parties.
- Minor changes normally correct grammar, broken links, and provide clarifications
- Content editors work with SCMS Operations to create the draft change document

After Major changes were completed in draft, the document was sent to reviewers for comments.

- Emails were sent to all SC-3 managers, HQ office directors, content editors, and appropriate users/SMEs to review the draft changes
- Comments were resolved by the Management System Owners (MSOs), who are now Management System Coordinators (MSCs). After comment resolution, the second draft was approved by the MSOs.

Expedited high-level content changes can be directed by SC-1, SC-2, SC-3, or SC-4.

- Directed changes are completed in five days and do not involve the standard review process.

The Project Team reviewed the original SCMS requirements documents and process flowcharts for updating content as part of the original charge. The team developed a series of questions about developing, editing, and publishing SCMS procedures for use in the survey and focus groups. These questions were designed to solicit feedback from SCMS content leads including content coordinators, subject matter experts, and functional area points of contact. The content update process often required

a great deal of person intervention and/or sending multiple emails of documents with tracked changes. Feedback received indicated that many SCMS leads found the process for editing and updating content to be cumbersome and outdated. Creating and maintaining an efficient process to update content is a critical factor in expanding the SCMS user base. The list of leads indicates that most of the management and administration of the former SCMS was done by the ISC (now CSC). SCMS was developed by the DDFO for federal employees supporting SC field operations however, many believe it is a system owned and operated by the ISC (now CSC). This assumption may be, in part, because the SCMS Operations Group and a large percentage of SCMS leads were based at the former SC service centers.

As the project progressed it became clear that management system coordination, visibility and support from SC leadership, and HQ/CSC ownership were all vital to the success of SCMS. Additional DDFO expectations and requirements were added to the scope to address these points. These requirements included modeling the content approval process after the Directives Review Process, creating a formal acceptance process involving representation from all field sites, requiring Site Office Managers to review and approve major content changes, and revising the mechanism to elevate issues for resolution.

In coordination with the launch of the new SCMS platform, the content approval process was revised to include an approval board, several management systems were realigned to reflect the recent SC reorganization, and two new Management System Coordinator roles, the Process Steward and Implementation Lead, were created to manage content. The change is designed to ensure HQ/CSC ownership of SCMS content, processes and procedures and full representation from the Site Offices.

New Roles and Responsibilities

Process Steward - HQ / CSC

- Serve as the point of contact for the set of relevant requirements (i.e., flow down from directives, standards, and SC policies)
- Evaluate proposed changes and initiate actions to modify system documents as required
- Coordinate changes with the Implementation Lead and other affected Site Contacts/Organizations at Headquarters and the CSC
- Ensure the system is documented and current via the Biennial Review process
- Ensure the management system meets the needs of SC and its organizational elements
- Provide visibility, representation and senior leadership support for SCMS and the relevant management system

Implementation Lead - HQ / CSC / Site Offices

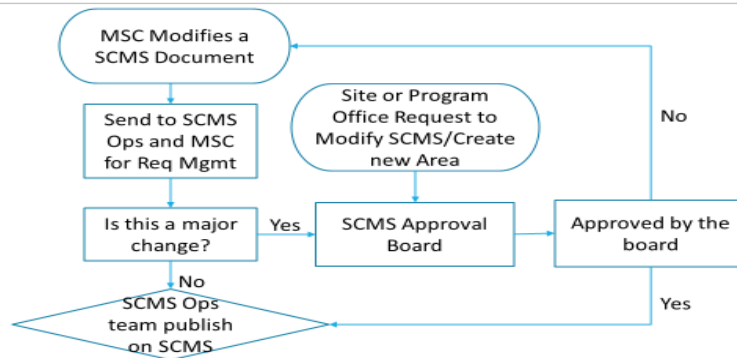
- Serve as the point of contact for how to implement content at the field level
- Ensure content is executable, interface with the field on implementation questions
- Assess implementation of and adherence to SCMS documents in the relevant management system to ensure consistency in application
- Identify needed system modifications based on feedback and input from the field
- Communicate implementation issues to the process steward work together to resolve
- Concur on all changes performed by the Process Steward
- Provide communication, support and insight from the field (SOM) perspective for SCMS and the relevant management system

The Renewal Team developed training for Management System Coordinators on the new SCMS platform, revised roles, and new content approval process. The new process is based on SME analysis, feedback and additional communication from HQ and the SCMS User community.

New SCMS Content Approval Process

- After vetting the SC community and Site Offices and reaching full or compromised agreement on the content, the MSC submits document to SCMS Ops for final redline and clean copy preparation. (Major and Minor Changes specifics remain the same.)
- The author (PS, IL, POC, SME) notifies SCMS Ops if revisions are needed and corrections are made. The MSC sends the clean copy and redline to the SCMS Approval Board* Secretariat for presentation for approval to publish or disapproval and requests more information or revisions.
- The MSC coordinates changes and gets buy-in from the SC Sites and resubmits to the SCMS Approval Board (AB) Secretariat.
- Once second submission approval is received, the AB Secretariat notifies SCMS Ops to publish the clean version and the revision history to its MS webpage.
- SCMS Ops sends notification to the SC community of its publication and posts it in the Monthly SCMS Update on the SCMS website.
- Expedited and Directed change timeframes remain the same (5 days) with Board approval submitted along with document or changes.

Document Approval Process



Per direction from the DDFO, no Biennial Reviews or major content changes were made while the SCMS platform was offline. A system-wide content update is currently underway.

*The new SCMS Approval Board is chaired by the Associate Deputy Director for Field Operations and consists of the Associate Directors, Program Office Directors, and Site Office Managers.

Recommendations

Several recommendations in this area were completed as part of the overall renewal effort. These include re-mapping the coordination of several Management Systems to align with the recent SC reorganization, re-naming primary and secondary MS Owners as MS Coordinators called Process

Stewards and Implementation leads with redefined roles, revising the content approval process, and developing training for MS Coordinators. Additional recommendations are provided below.

- Develop and publish a procedure for removing a Management System. (Draft Complete)
- Develop and document a process for identifying and removing non-SC content from a MS.
- Develop introductory SCMS training for new SC employees.

5. Current and Future Cost and Effort

This section provides an evaluation and review of historical, current, and estimated future operational and maintenance cost (Prepared 3/8/2018, **Future Costs Revised 6/10/2020 in Red**) The MSC Effort Details are contained in Appendix E of this report.

Historical Costs

2009-2015

There were five contractor positions dedicated to SCMS.

1. Programmer - @ ~ \$92,000 (singular contractor)
2. Analyst III –
3. Publishing Specialist –
4. Analyst II – (only ½ SCMS work, other directives management)
5. Analyst I –

Positions 2-5 were funded under the same contractor and totaled ~\$200,000. This was the makeup of the SCMS Operations Center Team (SCMS Ops).

Total - \$292,000 (Programmer + Ops)

2013-2014

SCMS became fully functional with limited issues. As a result, a full-time programmer was no longer needed. The contract was restructured, and one FTE was removed.

- Programmer – 100% of time was reduced to 25% of time decreasing cost by a \$69,000 (92K-69K=23K) (8/2013)
- Publishing Specialist FTE removed = ~\$38,000 (10/2014)

Total - (292K-69K-38K) = \$185,000

2015-2016

The contract changed, and contractor positions were revised. SCMS Ops retained three positions but one was reduced to 50% support for SCMS. Through great internal efforts to streamline and gain efficiency, SCMS Ops was able to continue to work at a high level.

- 2 Technical Writers II = \$110,000
- 1 Technical Writer I (only ½ SCMS work, other directives management) = \$23,000
- Programmer time arrangement remained at 25% = \$23,000

Total - (110K+23K+23K) = \$156,000

Current Cost

October 2017 to March 2018

Positions changed again. The current cost is noted below, but depending on required effort after the SiteCore migration, this could vary as noted in the last item under future costs.

- 1 Technical Writer II = \$55,000 (One was removed at a reduction of \$55,000)
- 1 Technical Writer I = \$46,000 @ half-time = \$23,000
- Technical WI and WII @ (55K+23K) = \$78,000 + Programmer @\$23,000 = \$101,000

NOTE: Programmer had no SCMS work since October 3 when the web application was pulled down. The individual was subsequently reassigned and no longer supports SCMS = \$23,000 reduction
Total cost for SCMS Operations Center is currently (55K+23K) = \$78,000

Future Cost

A discussion of three platform changes is included below for documentation purposes.

For Migration (revised 6/10/2020 to include add-ons:

SCMS upgraded to ColdFusion 2013 released in 2016 = \$8,499.00

SCMS upgraded via completion of .Net effort that ended in 2013 = ~\$50,000 or less

SCMS upgraded to Sitecore by agencyQ = Projected Cost Estimate to Change Platform =

- **\$109,986 Original Projected Cost via Statement of Work (SOW)** to migrate with possible **add-ons via Change Orders** +
 - \$30,000 OSTI burden +
 - \$ 54,500 in addition to original SOW =
 - \$4,000 - Change Order for Active Directory +
 - \$35,000 - Post soft-launch support +
 - \$5,000 - Change Order for SCMS Operations amendments (assessed by AQ as change orders but included in original requirements set to AQ) +
 - \$10,500 - Three additional administrative logins licenses +/-
- **\$194,486 Total Cost of agencyQ work effort to transfer SCMS from its previous ColdFusion platform to its current Sitecore platform***
 - \$26,000 + Cost to correct SCMS documents incorrectly transferred into Sitecore by agencyQ. It took SCMS Operations four months of dedicated time to correct all errors. This amount is based on annual salaries.** No overtime.)
 - **\$220,486 Total Overall Cost** of agencyQ and SCMS Operations efforts.

OSTI Continued Support (Currently supports all SC webpages/content repositories:

- Minimal and covered under Program Dollars, no add-on required

AgencyQ Continued Support:

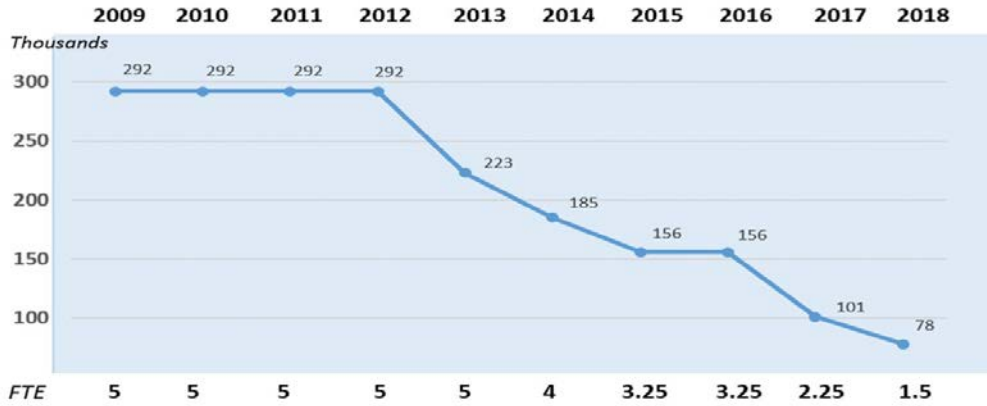
- Programming support would have to continue to fix any minor glitches or broken link scripting. Not currently covered in the SOW.
- Programming support, once SCMS is launched on SiteCore, this could possibly be administered by OSTI programmers.

For Internal Maintenance by SCMS Operations**

- Cost may vary to \$101,000 but could remain at current \$78,000** depending on needed effort after the migration. **Still remains current, no additional staff has been added.**

COST CHART FOR SCMS OPERATIONS CENTER SUPPORT OF SCMS

SCMS Costs for Operation and Maintenance



*All of these costs are anticipated to be one-time costs for the new SCMS platform. The reoccurring annual costs related to SCMS are anticipated to be incorporated as part of the SC Content Repository recurring cost baseline. However, if there are large revisions/changes to SCMS that require agencyQ support, this will generate an additional cost and require a separate procurement, as noted in email from Jerry Kao, on 6/13/2019).

MSC Effort (Referred to as MSO in the previous system)

The effort of MSOs on SCMS in 2017 ranged from 1% to 75% depending on type of work being done, general, directives reviews, or biennial MS review. Most MSOs averaged 5% of their time to do SCMS general work and 20% during biennial reviews. To increase efficiency and effectiveness in revising SCMS content, now each MSC should expand and diversify their MS teams to include a Subject Matter Expert (SME) from each Site Office and Headquarters to write Procedures and Point of Contact (POC) for each Subject Area to reduce the burden of work for the MSC, and streamline and quicken the review and update process. This change in approach can be conveyed through training, guidance documents, and useful conversation with MSCs.

6. Purpose/Content/Execution with Survey and Focus Group Results

The SCMS Renewal Project Team conducted numerous SCMS focus group discussions and issued an Office of Science (SC)-wide SCMS survey to solicit input from Federal employees, supervisors, managers, and those with roles for managing and maintaining SCMS content from across all elements of the SC regarding their awareness, use of, and ideas for improving SCMS.

The SCMS survey was announced, and the web location provided, in an FYI-Science message on March 6, 2020. The SCMS survey was open through April 30, 2020; 113 SC Federal staff responded to the SCMS survey, which is a response rate of 15%. The survey contained various questions to ascertain who uses SCMS, who doesn't and why; and of those who use SCMS, what they like about it, what they might want improved, or otherwise changed.

Nine focus groups were conducted: four for SCMS Users, one for SCMS Non-Users, one for SC Supervisors, one for SC Managers, and two for SCMS Management System Coordinators (MSCs) [Process Stewards and Implementation Leads]. A total of 119 SC Federal staff participated in the nine focus group meetings. Each focus group was conducted as a facilitated discussion session. The facilitators focused the discussions during the four SCMS Users sessions on topics of what they like about SCMS, and what they might want improved or changed in SCMS. For the SCMS Non-Users session, the facilitators focused the discussions on finding out why these SC employees did not use SCMS, and what could be changed so they would use SCMS. In the SC Supervisors and SC Managers sessions, the facilitators focused the discussions on supervisors and manager’s expectations of SCMS, what they convey to their staff regarding SCMS, and what they would like to see improved in SCMS. In the MSC sessions, the facilitators focused the discussions on the SCMS MSC’s roles and responsibilities for the management of their assigned content, and what they would like improved in SCMS.

The goal of both the SCMS survey and the SCMS focus group sessions was to enable the SCMS Renewal Project Team to identify common themes of potential areas of improvement of SCMS, and recommendations for consideration for future action by SC management. The major areas for improvement for SCMS and the corresponding recommendations, developed from the analyses of the SCMS survey data and evaluation of the information from the SCMS focus group sessions, are presented below.

Major Areas for SCMS Improvement	Corresponding Recommendations
<p>1. SCMS is viewed as a tool for the SC Field, not for SC Headquarters (HQ). There is no clear SCMS Champion to make the determination as to who is required to use SCMS.</p> <ul style="list-style-type: none"> • The purpose of SCMS is not clear and therefore implementation is inconsistent. SCMS is viewed by some as providing required SC protocols for accomplishing work, while others view it as guidance. This was evident from the remarks of focus group participants and was corroborated by the survey data; and • SCMS is used and supported the most by Site Office staff involved in operational oversight Environment, Safety and Health/Quality Assurance (ESH/QA) and Consolidated Service Center (CSC) staff who assist the Site Offices in those activities. 	<p>1. Appoint an SCMS Champion from SC senior management to develop and properly flow down and communicate the purpose and expectations of SCMS to all SC staff to enable SCMS to be implemented consistently among all SC organizations.</p> <ul style="list-style-type: none"> • Determine if SCMS should be used SC-wide; • Incorporate the determination that SCMS procedures are applicable and consistent SC-wide into the SCMS Requirements Management Management System (MS); and • Direct the incorporation of an SCMS-related statement about the use of SCMS into an existing element within the performance plans of all SC Federal staff.
<p>2. Content of SCMS is not user focused.</p> <ul style="list-style-type: none"> • Many parts of SCMS are written at too high a level; 	<p>2. Content of SCMS should be more user focused.</p>

<ul style="list-style-type: none"> • Regurgitates DOE Directives, rather than providing consistent SC-wide implementation-level direction; • Exhibits should provide current, useful examples and templates; • FAQs section would be helpful; and • Inconsistent support for/usage of SCMS. This was evidenced after the initial 2009 launch of SCMS, by the creation of alternative systems, external to SCMS but within SC, such as the Acquisitions & Assistance Policy Corner, which was linked into SCMS in 2016. The authors of the Policy Corner perceived the effort to maintain the acquisition and assistance related SCMS Management Systems (MSs) was duplicative of the effort to maintain the Policy Corner, which eroded their support for using SCMS. 	<ul style="list-style-type: none"> • The SCMS Approval Board and MSC Implementation Leads should ensure implementability; • Determine whether SCMS procedures establish required SC protocols for accomplishing work, or guidance for performing work; • Instruct MSCs to add FAQ sections to the MS; • Clarify/incorporate the hierarchy of steps/statements in procedures, to distinguish level of requirement [e.g., delineation of required steps (driven by directive or regulation) vs. best practices (preferred approach by Science management)]; and • Offer an Alternative SCMS Management System Description (MSD) structure which would reduce duplication of effort in maintaining dual systems while still enabling SCMS to be the “one-stop-shop” SC Management System.
<p>3. Format of SCMS should be more useful, and access to SCMS should be easier.</p> <ul style="list-style-type: none"> • In the left tool bar on each MS Subject Area Homepage, each Exhibit should have its title included along with the Exhibit numbers; • Create a numeric or easier flowing reference system similar, but not identical, to a work breakdown structure for the MS, SA, and Procedure titles; • A change history log should be provided; • A subscription-type service to SCMS should be provided to automatically notify users when their functional areas of interest have been revised, including summaries of the changes; • Enable easy access to SCMS by providing an SCMS desktop icon for all SC employees; and • Develop an SCMS QuickStart Guide. 	<p>3. SC management should have SCMS Operations evaluate the cost of implementing these format changes and access improvements.</p> <ul style="list-style-type: none"> • Determine if implementation of changes would be feasible.
<p>4. Communication regarding SCMS has been inconsistent.</p>	<p>4. Develop an SCMS communication strategy that provides a sustained SCMS message throughout SC.</p>

<ul style="list-style-type: none"> • Some focus group participants stated their management never told them about SCMS. • Many participants said that SCMS should be introduced as part of on-boarding and, also as a topic of periodic refresher training. • Many participants observed that SCMS is a useful tool for training new employees about their particular functional area responsibilities and processes. 	<ul style="list-style-type: none"> • Direct the creation and incorporation of an SCMS module into new-hire on-boarding. • Direct the creation and implementation of mandatory biennial SCMS refresher training for all SC Federal employees. • Develop continuous sustainable communication to all staff about SCMS. • Consider reinstating SCMS Monthly Updates from SCMS Operations.
<p>5. Numerous SCMS documents were cited as in need of improvement and updating:</p> <ul style="list-style-type: none"> • Accelerator Safety • Fund-In & Funds-Out of M&O Contracting • Personal Property • FEOSH • ISM • Sustainability • NEPA • M&O Contracting • Fire Hazard Analysis/Building Codes <p>New or “split-out’ SCMS documents were cited as necessary:</p> <ul style="list-style-type: none"> • Conventional Infrastructure and Facilities Management should be covered by its own MS again, meaning those topics should be split out from Nuclear Facilities Safety & Operations <ul style="list-style-type: none"> ○ The Budget & Financial Management MS covers a significant range of work such that it should be split into 3 MSs: Accounting, Budget, and Financial Evaluation ○ A Procedure or SA on Work for Others ○ A Procedure on Hazard Categorization for non-nuclear facilities 	<p>5. Notify the cognizant SCMS MSCs (Process Steward and Implementation Lead) of these suggested areas for improvement and/or updating of MS information for consideration during their MS review & update process.</p> <ul style="list-style-type: none"> • Regarding the part of the recommendation that would result in the split-off of topics from existing MSs and creation of new MSs, thereby necessitating the appointment of additional MSCs, refer this portion of the recommendation to the SCMS Approval Board for consideration.

Team Charge (including evolutions)

In the original SCMS Functionality Review, the Team was tasked with the evaluation of the purpose, content, and execution of SCMS, and development of recommendations for SCMS improvement resulting from that evaluation.

The initial tasking of SCMS Functionality Review Team 1 focused on the questions of:

- whether SCMS adequately covered the scope and breadth of SC's work, or whether there were topics for which SCMS management systems should be created or existing SCMS management systems that were not needed and should therefore be deleted;
- whether the structure of SCMS, with each management system being comprised of multiple SAs, and each SA being comprised of multiple Procedures, was considered adequate; and
- whether other SC websites, external to SCMS, that serve a similar purpose to SCMS (i.e., to provide instruction/process/procedure/guidance to SC Federal staff on how to accomplish work) should be supported by SC.

To collect feedback from the SC Federal employee population on these questions, the team chose to use a survey that would be made available to the entire SC Federal employee population, and also to host several facilitated focus group discussions of targeted SC population groups.

The original SCMS Functionality Review experienced delays and scope changes and eventually evolved into the current SCMS Renewal Project. SCMS was taken off-line in late 2017 due to cyber-security concerns; while it was not available on a web platform, it was available on an SC shared drive. This location presented accessibility and functionality issues that effected the use of SCMS throughout SC. The long absence of SCMS from web accessibility generated questions of its continued relevance, therefore, this became an important discussion topic in the focus groups, along with topics related to management expectations regarding SCMS and how those expectations were communicated to staff.

Data Collection Methods

SCMS Survey

A survey was issued to the entire DOE SC community (approximately 780 Federal employees) via FYI Science on March 6, 2020. The survey was comprised of various questions to try and understand who uses SCMS, who doesn't use SCMS and why; and of those who use SCMS, what they like about it, what they might want added, or what they might want changed. The goal was to try to query the community to understand if recommendations can be made to improve the SCMS User experience. The level of participation in responding to the SCMS survey was lower than expected, indicating that either the FYI Science is an ineffective communication tool to solicit survey participation, or a general wide-spread disinterest in SCMS across the SC Federal population, or perhaps a combination of both. The survey was accessible for almost two months; during that time 113 SC Federal employees responded to the SCMS survey. The survey results can be accessed in the Appendices C7 and C8 of this Report.

Focus Groups

The Team held focus groups to gather information, through the facilitation of discussion among SC Federal staff, on various aspects of SCMS' purpose, scope, and content, as well as SCMS' ability to demonstrate SC's execution of responsibilities and requirements. All questions asked by this team along with all comments, responses, and issues raised during the focus group sessions are included in Appendices C1 through C6 of this Report.

Targeted focus groups were conducted in order to gain a broad perspective from the SC community. The focus groups targeted Users and Non-Users of SCMS, SC Supervisors, SC Managers, and MSCs who have responsibilities to maintain and ensure implementability of SCMS.

The focus group participants were comprised primarily of staff that were assigned by their management to participate; however, several staff members volunteered to participate. The exception to that approach was with SCMS MSCs; all persons who have responsibilities as an SCMS MSC were invited to participate in an MSC focus group session. Participants were assigned to focus group sessions based upon their role in SC and their role with regards to SCMS. An overall total of 119 SC Federal staff participated in the nine focus group sessions, as broken out below, that were conducted over a six-week period between March 18, 2020, and April 29, 2020.

- Four focus group sessions for SCMS Users;
- One focus group session for persons identified as SCMS Non-Users;
- One focus group session for SC Supervisors;
- One focus group session for SC Managers; and
- Two focus groups sessions for SCMS MSCs with one session of all new Process Stewards and the other session of both Process Stewards and the new Implementation Leads.

Participation	Users	Non-Users	Supervisors	Managers	MSCs
# Assigned by Management/ Invited to Participate	55	11	21	15	36
# Attended	59	9	15	11	25

Goal/Purpose for Each of the Focus Groups

From the Users focus group, the team intended to gain perspective about how SCMS was useful to them. The Non-Users focus group was designed to understand why SCMS was not being used. The Supervisors and Managers were queried to understand whether they required their staff to use SCMS. The MSCs were questioned about their knowledge of their roles in the management of their assigned content. All focus groups, except for the Non-Users, were asked what they wanted improved in SCMS. The Team developed and employed question sets specific to each focus group to facilitate the discussions during each session.

Observations/Recommendations

Observations/Recommendations from Focus Groups

The observation and recommendation statements contained in the following tables represent the views expressed by the focus group participants as captured in the notes of the facilitators. An observation or recommendation from a focus group participant may, from the perspective of that person apply to all of SCMS, and may have been stated as such, but few SC employees have cause to use every SCMS MS; therefore, that person’s observations and recommendations would be, in fact, applicable only to the MSs with which that person normally works. It must be further understood that the observations and recommendations of the focus group participants are not necessarily consensus statements intended to represent the views of all or most of the participants of a focus group. Nor does a statement appearing in these tables indicate endorsement by the focus group facilitators.

Users Focus Group Results

Common Themes/Observations:

- SCMS content is out of date
- Severe decline in usage since content was taken offline and moved to the O: Drive
- No emphasis from SC Senior Leadership on the use of SCMS
- Expectations from local leadership/management to use SCMS are not consistent
- Lack of understanding as to whether SCMS is a reference, guidance, or requirement to use
- Not all site offices use SCMS the same way
- Several users utilize outside resources to aid in their work
- Duplication of information should be avoided (SCMS versus other resources)
- Some users showed interest in helping shape the content to their functional areas
- SCMS doesn't get into enough detail beyond DOE Orders; SCMS just regurgitates DOE Orders; it's easier to just go to the Order
- SCMS needs to be promoted more. There is not a lot of realization about SCMS use and purpose.
- For new employees, SCMS is an important training resource, but there is not enough information out there about SCMS
- Some users were unaware of launch of the new SCMS and the SCMS survey
- If adequately maintained, SCMS can be a standardized approach to SC business

Recommendations:

- SCMS needs to be promoted more
- Update SCMS to reflect current requirements
- Highly recommended that SC Leadership develop and properly flow down/communicate the purpose and expectations of SCMS to all SC staff in order for SCMS to be implemented consistently among all SC organizations. Ongoing communication tools about SCMS (e.g. training) should also be considered.
- Determine whether SCMS should incorporate more external resources/systems
- Consider opening up SCMS revisions to SC subject matter experts who are not involved in the revision process but want to contribute and provide the right level of detail
- Consider adding an SCMS area for onboarding of new SC employees

Non-Users Focus Group Results

Common Themes/Observations:

- The use of SCMS is not directed by management
- An introduction to SCMS is not part of onboarding
- SCMS could be a good training tool
- Non-user stated they were aware SCMS existed, but their group does not use it
- Non-user stated they did not know what SCMS is for
- Policy Corner and PAMS were commonly cited as alternative systems to SCMS used by certain groups
- SCMS is written at too high a level
- SCMS is cumbersome

Recommendations:

- SC staff should be periodically reminded that they are encouraged to use SCMS
- SCMS needs to be written at more specific procedure implementation level
- Streamline SCMS; make it easier to use
- Minimize introductory narratives in the Management System Directives, or remove introductions completely and start out with links to content
- Make SCMS more link-based, and make links descriptive
- Refer to it as the Science Management System rather than using the acronym SCMS, as a lot of people throughout SC don't know what the acronym stands for
- Provide a highly visible desktop link to SCMS
- SCMS should be aggressively marketed and communicated

Supervisors Focus Group Results

Common Themes/Observations:

- SCMS has not been updated and it is incomplete; therefore it is broad guidance
- SCMS is burdensome (there's a lack of SC staff associated with each MS area to be able to dedicate time to update SCMS)
- SCMS is a duplication platform for M&O Acquisition and Financial Assistance
- Unclear expectations about SCMS
- SCMS is not used by all offices
- Regarding Safeguards & Security, the information is high level and not specific enough
- SCMS is a good repository for templates, formats, etc.

- SCMS is beneficial for ES&H information and for training new staff
- In SCMS, the delegation of authorities and regulations for subject areas are helpful

Recommendations:

- Management should determine whether SCMS is required or not required
- Managers could do a better job of encouraging SCMS use
- SCMS should be updated
- Due to SCMS not being updated in real time, some SC staff rely on other sources of information which are easy to find. Suggest HQ should find a different way to do business that is more familiar to the subject matter experts. For example, one person relies on Acquisition policies and procedures because it's easier to use than SCMS
- Identify which procedures should be in SCMS, for example procedures that are broad in nature, and which ones might not need to be included that are narrow in scope

Managers Focus Group Results

Common Themes/Observations:

- SCMS content is dated and needs to be updated to ensure current requirements are incorporated
- Need SC Senior Level leadership to endorse and support SCMS use
- Important to keep SCMS procedures current, updating often
- Expectations of SCMS use are split across offices that work more closely with field elements and offices that perform distinctively HQ tasks
- SCMS procedures are great for external audits and minimizing liability
- Opinions vary on if SCMS procedures are requirements, but most agree on that they, at a minimum, mirror requirements from standards and directives
- It is unclear if there are different levels of intent in SCMS, if a step is an absolute requirement or if it's a lessons-learned/best practice

Recommendations:

- Need to make SCMS more accessible so that people will instinctively go to SCMS, for example, by recreating a desktop link
- Management systems should incorporate some type of feedback link for users to share comments and concerns to the owners
- Clarify/incorporate the hierarchy of steps/statements in procedures, to distinguish level of requirement
- Incorporate an onboarding checklist into SCMS for new hires

Management System Coordinators Focus Group Results

Common Themes/Observations:

- Lack of awareness of SCMS at HQ
- Roles and responsibilities are not clear for some/clear for others/blurred lines in roles
- Very large workload, little staff or overloaded staff to find time to update/ensure entire burden does not fall on one organization
- There will be a learning curve
- Consistent implementation is needed, it is unclear who decides on implementation approach between the MSC and the Site Office
- Confusion on whose responsibility it is to ensure information does not conflict with other information
- Confusion about who will hold Site Offices accountable for following SCMS

Recommendations:

- Re-communicate roles
- Track comments and resolutions or develop repository for comments and resolution
- Add a Frequently Asked Questions section
- Write responsibilities into performance plans
- Number procedures to simplify nomenclature
- Get staff involved more/inspire more engagement
- Send a management letter to do the following: support the use of SCMS, clarify requirements, clarify policy flow/emphasize SCMS focus, and make SCMS a priority to keep it viable and used

MS Recommendations:

- Review if Human Resources Services (HRD) MS should be much smaller, as responsibilities are now more with the Chief Human Capital Officer (CHCO)
- The Budget and Financial Management (BudEx) MS has three SAs that should be separately managed, too much for one person to manage
- Review if Communications and Public Affairs (Commun) MS should stay within SCMS

Observations/Recommendations from SCMS Survey

Timeframe for Survey. The availability of the online SCMS survey was announced to the entire SC Federal employee population through an FYI-Science email on March 6, 2020, which provided a link to the survey and requested that all employees respond to the survey in order to help improve SCMS. The survey remained accessible through the end of April 2020.

Survey Respondents. Of the approximately 780 SC Federal staff members on-board during the time the SCMS survey was accessible, only 113 responded to the SCMS survey. Of the 113 respondents, 51 were from the Site Offices, 45 from the Consolidated Service Center (CSC), 13 from SC Headquarters (HQ), and 4 chose not to identify which part of SC for which they work; of the HQ respondents, 5 were from the DDFO and/or SC-41 staff, therefore approximately 89% of the SCMS survey respondents were from the Field Operations (SC-4) organization, and approximately 85% of the SCMS survey respondents were from the field offices.

Identification of Respondents and Use. 77% of the survey respondents identified themselves as SCMS Users, and 23% as SCMS Non-Users. Of the survey respondents who reside in the Site Offices, approximately 86% identify themselves as SCMS Users, while approximately 14% self-identify as SCMS Non-Users. Of the CSC survey respondents, approximately 70% identify themselves as SCMS Users while 30% identify themselves as SCMS Non-Users. For the SC-HQ survey respondents, it was an even 50%-50% split between SCMS Users and SCMS Non-Users. The reason given for not using SCMS by Site Office survey respondents was predominantly lack of knowledge of SCMS, while the SCMS Non-Users in the CSC and HQ more often selected the reasons that SCMS does not address their job function, or that they simply choose not to use SCMS.

SCMS Rating by Respondents. Survey respondents generally rated SCMS favorably on the following characteristics:

- **Provides Clear and Detailed Guidance**
[approximately 67% agree or strongly agree vs. 7% disagree or strongly disagree vs. 16% neutral or declined to answer]
- **SCMS Information is Easy to Use**
[approximately 64% agree or strongly agree vs. 8% disagree or strongly disagree vs. 17% neutral or decline to answer]
- **SCMS is Easy to Follow**
[approximately 61% agree or strongly agree vs. 9% disagree or strongly disagree vs. 20% neutral or decline to answer]
- **SCMS Facilitates Consistent Execution of Federal Responsibilities and Requirements**
[approximately 61% agree or strongly agree vs. 7% disagree or strongly disagree vs. 19% neutral or decline to answer]

New MS Functional Areas Needed. Respondents were asked whether there is an SC Federal functional area(s) missing from SCMS that should be added. 95% of survey respondents either answered “no” or that they were unable to answer the question. Suggestions for functions to be added to SCMS all came from survey respondents who reside in the field; they are as follows:

- Export Control and High Risk for Financial Awardees
- Risk Management; criteria for a Graded/Value Based Approach
- Executive Order 12114 - Environmental Effects Abroad of Major Federal Actions
- Strategic Planning
- Scientific User Facilities
- Purchase Cards
- Radiation Safety

Remove Topical Areas. Respondents were asked whether there are topics that should be removed from SCMS. 91% of survey respondents either answered "no" or responded that they could not answer the question. Suggestions for functions to be removed from SCMS largely reflect organizational changes that had occurred during the period between the time when SCMS was taken down off of its previous ColdFusion platform by OITS due to cyber security concerns to the present; these organizational changes are being reflected in the on-going SCMS update effort currently underway. Additionally, there were suggestions to eliminate the Management Systems on Financial Assistance and Non-M&O Contracting, with no rationale provided; and a suggestion to eliminate procedures that simply repeated directive's requirements with the example of NMMP (nuclear maintenance management programs) cited.

Structure of SCMS. Respondents were asked whether the structure of the SCMS Management Systems, being comprised of Subject Areas and Procedures, were clear and easy to understand. Slightly over 90% of survey respondents either answered "yes" or "unable to answer." Few of the respondents answering "no" offered suggestions for improving the structure of SCMS. Instead there were numerous suggestions regarding the search capabilities of SCMS, a suggestion regarding the table of contents, and one asking that exhibit titles be spelled out rather than just listing exhibit numbers. The suggestions regarding the structure of SCMS focused on aligning the SCMS structure more closely to that of the DOE Directives system and how steps within procedures should be numbered so they can more easily be referenced in reports.

Search Capability. Respondents were asked about the search capability of SCMS. Approximately 92% of the survey respondents answered that they either considered the SCMS search feature to be adequate or that they were unable to answer the question. The few suggestions for search feature improvements included key word search capability of the entire SCMS so no one would have to know what MS or SA to search in; smart logic; search of what has recently changed; and recall last ten.

Enhancements of SCMS. Respondents were asked if they had any suggestions to enhance the effectiveness of the functionalities of SCMS. 80% of respondents answered "no" or "unable to answer the question". Some of the notable suggestions included:

- Many of the SAs and Procedures are written at too high a level to be useful
- It is critical to have the right SMEs responsible for each subject area and sub-tier procedure document; establish criteria to be a POC
- Provide a one-chart of all the organizational roles and responsibilities; e.g., who are the "Heads of Departmental Elements"
- SCMS needs to be marketed better to its intended audience
- Streamline the Requirement Decision Record process
- Add a review and comment process
- Add a process for submitting a comment to, and receiving a response from, the MSC
- Add a beneficial reports process

New Features Requested. Respondents were asked whether there were any features they wanted added to the SCMS homepage, including hyperlinks to other websites, or any other ideas to enhance its appearance. Approximately 85% of respondents answered "no" or "unable to answer". For those who said Yes, suggestions offered for features to be added to the SCMS homepage were as follows:

- Links to current and archived delegations
- Link to DOE Directives page
- Link to running log of changes with summary
- Use-counters for each part of SCMS to measure their use
- An SCMS applicability and enforcement statement(s)
- Left-Bar menu should be expanded to provide more information; should include links to CSC and HQ Gateways; should get to everything in Science
- Link to Financial Management Handbook
- Link to OPSEC SharePoint Site
- Links to other program offices' management systems
- Though not a homepage feature, it was suggested that SCMS refresher training be given every 2 years

SCMS Training. Respondents were asked if they were interested in attending online SCMS training. Slightly over 59% of survey respondents answered “yes”. That response was fairly uniform across all of SC; within the CSC, the positive response rate was approximately 62%; among the Site Offices, it was 56%; and at HQ it was just a bit above 61%.

Use of Alternate Electronic Systems. Respondents were asked whether there were alternate electronic system(s) that they used as a resource for requirements, processes, procedures, guidance, etc. to accomplish their work. Approximately 31% of survey respondents answered “yes”; among HQ respondents the positive response rate was over 38%; among the CSC respondents the “yes” response was 44%; while among Site Office respondents it was a little under 22%. Many of the responses offered suggest that some people do not feel the need for process or procedure documents, as they state they work directly from requirements documents such as regulations, Federal Acquisition Regulations, Department of Energy Acquisition Regulations, Directives, Contracts, Codes and Standards. The DOE Acquisition Guide, DOE Acquisition Answers, SC M&O Procurement Policy, DOE Directives, DOE Acquisition Letters, and DOE Policy Flashes were also listed.

Overall, approximately 63% of survey respondents that answered “yes” to the use of alternate systems question stated that it would be useful to have these other sites linked to SCMS. However, there was quite a bit of disparity between the location of survey respondents and their viewpoint on this topic. Among Site Office respondents, approximately 81% answered that such sites should be linked to SCMS, while only 50% of CSC respondents who identified such sites answered that it would be helpful to link such sites to SCMS, and 40% of HQ respondents answering “yes” to the question regarding alternative sites felt it would be helpful to link the sites to SCMS.

SCMS Updates Already in Process Based on Early Focus Group Recommendation

SCMS is out of date and should be updated. All MSs were put on hold by SC-3, now SC-4, while SCMS was offline. Updates to ALL Management Systems began in April 2020 and are on target to be updated by early 2021.

SCMS Roles and Responsibilities are not defined well. New SCMS R&Rs (Management System Coordinator, Process Steward, Implementation Lead, Point of Contact, Subject Matter Expert, etc.) have

been developed, are in the approval process with SC-4, and will be published soon.

SCMS should have a FAQs, a change log history/revision history, and a comment resolutions process. A Revision History was created and added to each SCMS documents in April 2020. FAQs that have been commonly received through Focus Groups meetings will be posted in May-June 2020 and other FAQs will be posted as received. The FAQ Library from the previous ColdFusion SCMS does not relate to the Sitecore SCMS, so FAQs from it were not transferred over due to not being applicable. The Comment and Resolution Process is in development with the link already established.

SCMS should have a Training Guide. A QuickStart Training Guide is in development.

SCMS Functional Areas should be realigned with new SC reorganization. New organizational realignments are being incorporated by function, name, organization, organization code, and revised alignment within SCMS as each MS is being updated to currency.

SCMS language is not conducive to other functional areas. SCMS content nomenclature and formatting follows the nationally recognized Chicago Manual of Style, the U. S. Government Printing Office Style Guide, and the SCMS Style Guide, but we are offering a more relaxed approach to language if necessary and objectively justified to follow a particular functional areas.

SCMS does not follow terminology consistent with directives, guidance, and policies. SCMS follows the Chicago Manual of Style and is reflective of the requirements within all regulations (directives, policies, laws, rules, delegations, Secretarial memoranda, Executive Orders, etc.) as determined by the functional MSC to include in their respective Management System. Content and wording necessary for proper understanding and appropriate implementation are determined by each functional MSC.

SCMS should have an improved search feature. The SCMS search feature first included in the Sitecore version of SCMS searched all of the SC webpages that are set up on Sitecore, which is the way the Sitecore search feature functions for all the SC websites except SCMS. The SCMS search feature was recalibrated in December 2019 to only search through the narrow scope of all documents “within” the new SCMS on Sitecore.

SCMS should have an easier and quicker way for the selection of MSCs/POCs/SMEs. The process for the selection and appointment for MSCs (both PS and IL) will be administered by now SC-4 without appointment papers having to be prepared and approved by the CSC then submitted to SC-4 for approval following. Traditionally, all MS POCs and SMEs have been selected by the MSOs/SMSOs (now MSCs) and that will continue. All that is needed to make that change is a call or email to SCMS Operations and the change will be made.

SCMS procedural naming conventions should be shortened. Due to the length of the titles of the SCMS MSs, SAs, and Procedures, a reference to a Procedure can sometimes be quite lengthy. This is due to programming that makes the references active hyper-links which must be identically reflected throughout SCMS to point to the correct Procedure. SCMS Operations is developing a new approach to referencing documents. The Procedures will not just be referenced by number, but will be an abbreviated, acronymic title so each can uniquely link correctly to the procedure within SCMS.

Appendix A Charge Memo



Department of Energy
Office of Science
Washington, DC 20585

MEMORANDUM FOR JOHN C. SHEWAIRY
ASSISTANT MANAGER FOR ADMINISTRATION, AD-40

FROM: JOSEPH A. MCBREARTY *Joseph A. MCBrearty 11/14/07*
DEPUTY DIRECTOR FOR FIELD OPERATIONS
OFFICE OF SCIENCE, SC-3

SUBJECT: APPOINTMENT MEMORANDUM

You are hereby appointed as lead within the Office of Science (SC) for conducting a functionality review of the Science Management System (SCMS). Your appointment carries with it the full authority to establish a working group of employees from within the SC organization to assist in the review. The number of employees and the required subject matter expertise will be left to your discretion.

As you know, SCMS has been fully operational since January 1, 2009. While the system has met the needs of SC since then, we are at a point in time to assess its purpose, functionality, changes and/or improvements that will ensure its continued viability. My expectation is that your review will focus on the following core matters:

1. SCMS continuing as a cost efficient tool for sustaining the SC operational culture of excellence for new leadership and staff both in the field and headquarters.
2. SCMS continuing to demonstrate to external stakeholders and reviewers that SC has a strong, consistent approach to federal execution of our responsibilities and requirements.
3. SCMS continuing to serve as a desk reference for SC federal SMEs in executing their day-to-day responsibilities - especially in the high risk areas of safety and security.
4. SCMS being user-friendly and providing for effective and efficient operation and maintenance.

I also expect that your review team will maximize the ability to gather and fully assess input from all SC components. The success of your efforts will depend greatly on user input.

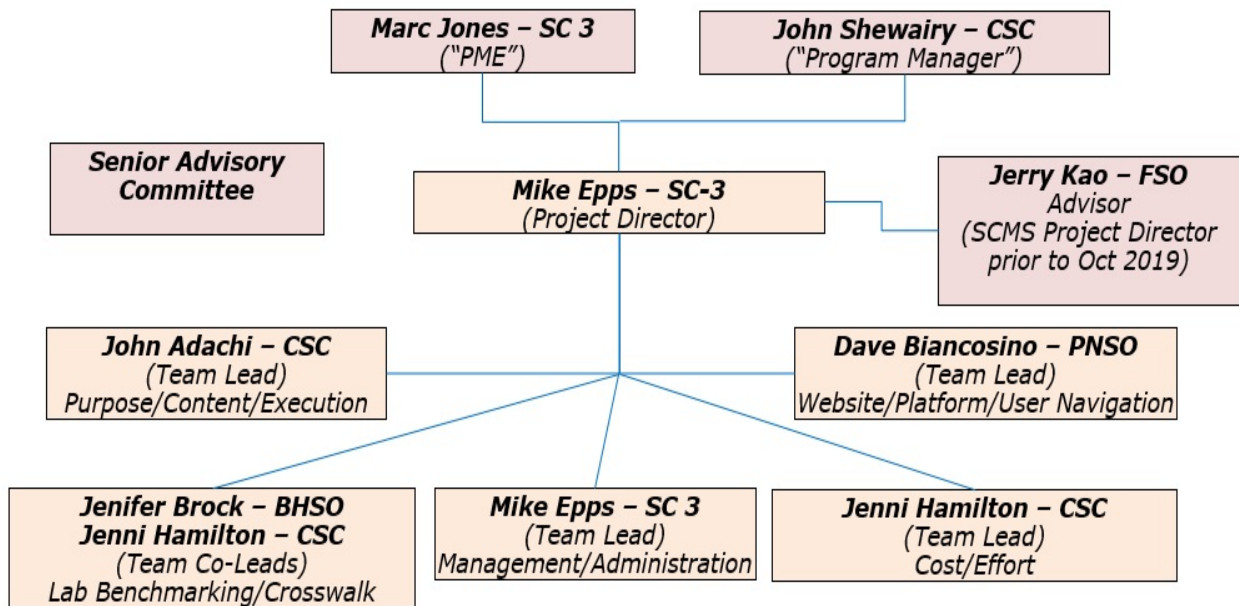
Within three weeks of the date of this memorandum, I would like to receive your initial plan that describes your approach, objectives, proposed communications to educate the SC workforce about this effort and the mechanism for providing input, and a proposed timeline for providing recommendations to SC management.

If you have any questions please feel free to contact me directly, or Marc Jones of my staff.

cc's:

Kenneth Tarcza, M-1, SC-OR
Roxanne Purucker, SC-CH
Marc Jones, SC-3, FORS

Appendix B SCMS Renewal Project Team



- **Team 1 – Purpose/Content/Execution**
 - John Adachi – CSC (Team Lead)
 - Jenifer Brock – BHSO
 - Jenni Hamilton – CSC
 - Jennifer Harling – CSC/General Law Division
 - Dan Middleton – SC-31
 - Margaret Marks – ASO
 - Sandra Rogan – PSO
 - Patricia Schuneman – CSC
- **Team 2 – Lab Benchmark/Crosswalk**
 - Jenni Hamilton – CSC (Co-Team Lead)
 - Jenifer Brock – BHSO (Co-Team Lead)
- **Team 3 – Website/Platform/User Navigation**
 - Dave Biancosino – PNSO (Team Lead)
 - Anthony Carrera – SC-4
 - Jason Miller – SC-4
 - Stephanie Burrier - PNSO
- **Team 4 – Management/Administration**
 - Michael Epps – SC-3 (Team Lead)
 - Tracy Sims – CSC
 - Jenni Hamilton – CSC
- **Team 5 – Cost/Effort**
 - Jenni Hamilton – CSC

Appendix C Survey/Focus Group Questions and Results

Appendix C1 - SCMS **Users** Focus Groups Questions and Responses

FOCUS GROUP FACTS	QUESTIONS	RESPONSES	MOST FREQUENT RESPONSES
<p>USERS GROUP</p>	<p>1. Use of SCMS to Perform Your Job</p>		
<p>Participating Organizations</p> <p>CSC, AMSO, ASO, BHSO, FSO, PNSO, PSO, TJSO, SC-24, SC-31, SC-32</p> <hr/> <p>Meeting Dates & Attendees</p> <p>March 18 = 19P March 24 = 20P March 31 = 23P April 6 = 21P</p> <p>TOTAL = 83</p>	<p>How does your management/supervision convey their expectations to you regarding the use of SCMS for the performance of your job?</p>	<ul style="list-style-type: none"> • Some HQ and field organizations stated that SCMS is in their performance plan and requires its use in certain areas as S&S survey process and requires its updating. • A user stated that his performance plan has his SCMS Point of Contact responsibilities for issues management and accident investigations in it. • Not pressed by Management to use SCMS and it's not promoted highly. This person's management promotes using internal desktop SOPs which are updated annual and more frequent than SCMS. • Important for Management to have mind-set that SCMS is a living document • Without leadership from the top, we are just making paper. • Likes SCMS a lot and its inclusion of local SOPs • Likes SCMS better than SOPs • Yes, the expectation has been made clear by my local management. SCMS provides a consistent platform. • It has been conveyed that SCMS is to be used as a reference. • Not sure, but some sites management's expectation is that we are expected to follow SCMS. • New platform is better than O:Drive • No discussion within our office on whether and how to apply SCMS. • Used SCMS as a reference when reviewing work proposals and conducting assessments • Three site offices' management expects staff to use SCMS and take an active role in it and review SCMS against local procedures. • Uses SCMS as a reference when updating local procedures. Also, used the assessment procedures on conducting ISMS assessments. • There is no mandate within some site office's management to use SCMS. • Use SCMS as references when preparing local procedures. Useful with conducting assessment. Useful for finding reporting dates. • Recommended this question checklist be provided to participants via email. 	<ul style="list-style-type: none"> • SCMS included in some PAPs • Not pressed by management to use SCMS • Some management promoted using internal SOPs • Likes SCMS better than SOPs • Reference not requirement? • Site Office have different perspective that CSC for SCMS use • SCMS is good training tool for new employees • Some Site Office encourage SCMS use, some don't • SCMS needs to be more detailed • Takes digging to find what you need • Some areas very useful. • SCMs needs updating • Need to promote and make SCMS more visible • Not aware of new SCMS site launch nor FG survey • Using SCMS waned when it was not live for two years

		<ul style="list-style-type: none"> • HQ SC Offices have not leveraged SCMS to the extent possible, no emphasis from leadership or management to use SCMS. • Expectations at the field level are not the same, it seems; different site offices have different opinions so it's difficult to understand inconsistencies. • Uses SCMS to train new staff or when the Site Office has a question regarding HCA approval, but management does not require specific use. • Think some people don't realize it's out there, need to advertise SCMS. • Management does not know what information is available on SCMS. • Some functionality has been lost in new SCMS as compared to previous platform. • No discussion about how we are to use SCMS; largely because SCMS has been absent since 2017 • SCMS for a self-assessment, but SCMS lost focus on everyone's parts • Site Office management structure changed; hiccup on information flowing from management down to the troops • Only had to use SCMS for assessments and had to write the procedure for office; cite to SCMS in references, but that's about it. • One Site Office seeks SCMS as the intermediate step; it's what management expects as how to interpret Orders • One Site Office is using SCMS to update local procedures, always references SCMS system most applicable, also used SCMS in the past as an assessment, good guidance on how to tackle assessments, but from management expectation standpoint, expectation to use, but not stated anywhere. • SCMS not very detailed; had to write it generic enough so all sites could follow. • Expectations at field level are not the same. • One Site Office stated that there has been no discussion on how to implement SCMS within the Office Structure. Largely because of absence since 2017. • In 2015/2016 used SCMS for self-assessments, the focus waned over the years on everyone's parts. • Not aware of SCMS located to the drive, tried to run down a requirement Took some digging to find that out. Found out where SCMS was located. • Don't recall seeing any announcements/notices. In those years we transitioned from a site manager to sharing with SLAC so, management structure had changed. Info flowing from management to the troops. • Not aware of the survey until just now...might be lost in the noise or lost in the priority...not used SCMS in quite some time as federal overseer. • One site office only used to lead assessment, or revise site office procedures, used certain sections to reference in site office procedures. • Used SCMS as a conduit between Orders and policies and procedures and execution into the mission. Make sure it was in SCMS. • Using SCMS to update SO local procedures and management system for updating local procedures. • Used in the past as a reference guide for self-assessments. Gave good guidance on how to tackle that assessment. • Management – expectation to use it, not stated or mandated. • Most useful – guidance and assessments. Helpful in identifying reporting dates, data calls. 	
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	<p>What do you use SCMS for?</p>	<ul style="list-style-type: none"> • A user stated that he has only been given loose guidelines on using SCMS. He understands that the Site Office's don't use SCMS. • Employee received pushback from a Site Office to not use SCMS because terminology in SCMS is not used the same (Contractor conducts work differently from the Office of Science) • Contractor procedures at labs are followed more by Site Offices • Is SCMS required to use of is it only reference and guidance? • Assessments, HCA, finding dates, forms, templates • Nuclear safety and aviation safety, Safety Basis, readiness review assessments, understands content as long time SCMS SME. • Like the System Owner concept – if you have a question, you know who to call, but contacts need updating. • SCMS is a great opportunity to standardize how we do business. Once it went offline, everyone did what they wanted... different outcomes, not speaking w one voice, lost standardization. 	<ul style="list-style-type: none"> • Site Offices don't use much • Contractor procedures are followed at Site Offices rather than SCMS • Assessments, HCA, templates, assessments, nuclear safety, aviation safety, safety basis, readiness reviews • SMEs easy to contact • Standardized approach to business
	<p>Which portions of SCMS do you use most often and find most helpful?</p>	<ul style="list-style-type: none"> • A user stated that he relies on the SCMS templates for assessment reporting, that the templates are very good. • Lines of Inquiry in the Security MS are very helpful for audits & assessments • System navigation is good. 	<ul style="list-style-type: none"> • Assessments, HCA, templates, assessments, nuclear safety, aviation safety, safety basis, readiness reviews. lines of inquiry
	<p>Of the portions of SCMS you use frequently, do you have any suggestions to enhance them to increase their effectiveness? Please elaborate.</p>	<ul style="list-style-type: none"> • There's not enough information included about required Memos and their implementation. Need to improve and update memos often. • Put SCMS back as an icon on desktops for easy access • SCMS has lost some emphasis and expectation to use it because the content is outdated and lost some usefulness. • Should focus on making SCMS easy for the users. Needs some type of menu under to use to find the procedures. 	<ul style="list-style-type: none"> • Need more information on Secretarial Mamos • Reboot desktop icon • Update to be current • Add menu
	<p>Do you think that SCMS provides clear and appropriately detailed guidance to support a strong, consistent approach to federal execution of SC's responsibilities and requirements?</p>	<ul style="list-style-type: none"> • Increase communications on what SCMS is used for and an explanation given as to whether it is just guidelines or is it required for use. • New SC personnel should be told SCMS is an important resource, but there is not enough information given to them about it. • ISS section needs better instructions • Needs to be updated more frequently to be useful and relevant • Good place to learn about facility safety • SCMS should be applicable to all Site Offices, should not be able to pick and choose. A SCMS platform should focus on making it easy, via a menu, to find procedures. • The O:drive was not user friendly to access procedures – n • Yes, applicable as a minimum to the SC Site Offices in his areas (nuclear safety, aviation safety). • Glad that SCMS is required, especially for nuclear safety. • NEPA and Cultural Resources are both great resources. • Appropriate amount of detail: They are not very detailed. You had to write them generic enough for all sites and then tailor their own SOPs. They are very general, difficult to write in any sort of detail. 	<ul style="list-style-type: none"> • In some areas, in some not • ISS needs more info • Facility Safety is good • Nuclear Safety is good • NEPA and Cultural Resources • Should not be able to pick and choose what is followed

FOCUS GROUP FACTS	QUESTIONS	RESPONSES	MOST FREQUENT RESPONSES
	2. Completeness, Clarify, Level of Detail		
	On a scale of 1 to 10, how would you rate the effectiveness of SCMS in facilitating consistency in the execution of the Office of Science's federal responsibilities and requirements?	<ul style="list-style-type: none"> Provides a great tool to ensure how SC consistently administers/centralizes work functions between SC Offices, no number was given Regarding aviation safety, SCMS provides a single SC-wide plan for all sites to utilize. 	<ul style="list-style-type: none"> Good tool, all don't use, no scale number
	Do SCMS documents provide an appropriate level of detail? If no, do you feel that more detail, or less detail, is needed?	<ul style="list-style-type: none"> IAA Funds-in/Funds-out section needs more level of detail & Exhibits in MOC Covers Facility Safety well Yes, in nuclear safety and aviation safety. Aviation safety – benefit provides Office of Science and Aviation Management a uniform implementing document, saves work time. The contractor human resources management section is clear and has very good content and was used to provide feedback to HQ team. Wrote the Emergency Management portion of SCMS, used lines of inquiry to ensure that content in SCMS was consistent. There's a disconnect in accelerator safety With exempted devices, there's a disconnect between a requirement in SCMS, buried in waste management, don't remember exact details, came down to an old memo from the 90s, never rescinded, overcome by events, There are occasions when requirements change and SCMS did not pick up the change in a timely manner. Safeguard and security orders can be lengthy but having SCMS define contract deliverables is a quick way to see where you are at from the program. When SCMS starts going into topical areas, like SSO, its pretty useful to have it condensed into contract deliverables, what the order says it does, ... that's where SCMS shines, subject matter experts who review orders to a quick and readable format. Records Management roles, checked SCMS, roles weren't, but was covered in DOE Order. Records has changed tremendously. Blown up into volumes of work and not addressed into the system. Could not do any major changes when it was not a live system. 	<ul style="list-style-type: none"> Some areas do provide enough detail, but some don't IAA Funds-in/Funds-out needs more detail MOC Exhibits need detail Accelerator SAs need to be made current, updates missing Waste Management needs more detail When requirements are revised, not always updated in SCMS In some areas, in some not ISS needs more info Facility Safety, Nuclear Safety, NEPA and Cultural Resources are all good Safeguards and Security sections are all good Records Management needs update after new DOE O 243.1C is published
	Is the information presented in SCMS easy to understand? If no, what document(s) within SCMS need clarification?	<ul style="list-style-type: none"> Group found SCMS Exhibits very useful Short of going beyond the requirements, if SCMS was just outlining information in an Order, what's the value add from SCMS; SCMS is regurgitating the Orders Who will ensure content is made current? 	<ul style="list-style-type: none"> Exhibits very useful Directives vs. SCMS – what is value added Ensure current content always
	Are there any gaps in SCMS procedures of which you are aware? If yes, what are they?	<ul style="list-style-type: none"> Uses several Procedures all the time but need to be reviewed and updated. Been a gap in time since we used SCMS. 	<ul style="list-style-type: none"> Procedures need update SCMS offline created big issue
	Do you have suggestions for a fix if there are gaps? Please elaborate	<ul style="list-style-type: none"> Add Exceptions and Exemptions to each Subject Area NEPA should address all sites better 	<ul style="list-style-type: none"> Add Exemptions/Exceptions to all Procedures

		<ul style="list-style-type: none"> • Can't think of any gaps in nuclear safety, likes the amount of detail and expectation • What is the review requirement if you are the System Coordinator? Biennial, but can be changed any time. • On accelerators, there's a disconnect between the Order and SCMS. • Would like to see additional guidance on records management. • Notification of SCMS changes should be pushed out automatically and only for areas changed that individuals subscribe to. • Is SCMS intended to go beyond the actual requirements? Or are these things we would like to do that go above and beyond the requirements? • Need to implement a centralized approach to implementation. • Who will be updating and making sure SCMS is kept current? • Regarding, Executive Order 12114...NEPA-like requirement extended to work performed outside of the U.S. in international waters. Since SCMS did not address this, relied on a little-known Carter-era requirement, looking forward to seeing SCMS updates. 	<ul style="list-style-type: none"> • NEPA should address sites better • Notices of SCMS changes should be pushed out to SMEs • Should SCMS go beyond requirements • Needs centralized approach to implementation
FOCUS GROUP FACTS	QUESTIONS	RESPONSES	MOST FREQUENT RESPONSES
	3. Work Covered by SCMS		
	Should SCMS cover the work of all the SC elements including (a) Site Offices; (b) CSC; (c) HQ; (d) Programs, (e) IT; (f) other?	<ul style="list-style-type: none"> • Any Exceptions or Exemptions should be described in a Procedure like is done in a DOE Order. • For grantmaking and user facility operations, don't see the need to change an approach to SCMS on these subjects. PAMS, STRIPES, other major systems at DOE – need a 30,000 ft. view of these systems and their interfaces. • HQs perspective on SCMS vs the field as far as managing projects. Discussed as “desk references”. • Project management subject matter is covered at length in the DOE Orders and Guides, don't use SCMS very much. • Nuclear safety and aviation safety should be applicable to the Office of Science Site Offices • NEPA is a resource for CSC and Site Offices • Does NEPA apply to international waters, under a Work for Others agreement? The NEPA section lacked the reference to the applicable Executive Order (EO), which extended NEPA-like requirements performed in international waters. • DOE's NEPA procedure for implementing the EO as published in the Federal Register is not included in SCMS. 	<ul style="list-style-type: none"> • Opinion varies, but the general opinion is it should cover work of all Science organizations, and organizations shouldn't be able to pick and choose what they follow.
	Do any management systems and/or subject areas need better clarity and/or fine tuning? If yes, which ones?	<ul style="list-style-type: none"> • Yes, FEOSH and ISM should be updated, not useful content, written at too high of a level • Personal Property Subject Areas need to be updated, need better Exhibits, and provide more detailed information. • Exhibits need to be updated more often by the MSCs, many are old, 10+ years, an update to exhibits is needed 	<ul style="list-style-type: none"> • Some sections are obsolete • FEOSH, ISM, and Personal Property need updates • Exhibits need updates • Sustainability needs big update. • Facility operations, infrastructure, real property,

		<ul style="list-style-type: none"> • Use the facilities infrastructure section the most. Sustainability has undergone a lot of changes. These are obsolete. New Chapter 24 requirements also are not included. • Personal property management area - needs exhibits and detailed information, it's outdated. • SCMS has lost emphasis and expectation that we use SCMS because much of the content is much outdated; it has lost its usefulness. Must be updated, especially facility operations and infrastructure, real property, asset management, sustainability. As far as navigating, it's useful. • Accelerator safety topic needs review. • Opportunity for SCMS beyond strict boundaries beyond requirements and incorporate guidelines. A lot of DOE orders have guides or standards and that site offices have interpretations on those guides. If direction provided in SCMS there could be consistency across SCMS guidance. • More about specific guides. RE: Accelerator Safety World Is there something not there? Thought been given to guidance for hazard categorization for sites that did not have any nuclear facilities and wanted to demonstrate that they did not have any nuclear facilities. Hazard categorization program to demonstrated to stay out of 10 CFR space. Was that ever resolved? • The idea of splitting the current management system on Facilities Safety, Operations, and Infrastructure into two (2) management systems, one on Nuclear Facility Safety and Operations, and one on Conventional Infrastructure has been discussed but has not been acted upon. The rationale is that the people dealing with nuclear facility safety and ops and the people dealing with conventional infrastructure, are two separate communities, and the two functions have very different requirements sets. • An example of a management system within which a Subject Area was added, and Procedures were eliminated in the QA & Oversight MS. The CAS concept was instituted several years after SCMS was developed, so a Subject Area to address CAS was added to the QA & Oversight MS. • When the Subject Area on Performance Trending within the QA & Oversight MS was originally developed, it had four procedures; over time it was found that the topic of performance trending had been too finely subdivided, so during the biennial review two years ago the procedures were reduced to two. 	<p>asset management, and accelerators all need updates.</p> <ul style="list-style-type: none"> • Need more specific info about Guides. • Need consistent guidance across Science for technical standards and guides. • The FIN MS needs to go back to Conventional Infrastructure and Facilities Management.
	<p>Are there any areas of SC federal work for which a management system should be added to SCMS? If yes, what?</p>	<ul style="list-style-type: none"> • Accelerators needs its own Management System • Nuclear Safety needs its own Management System • Aviation Safety needs its own Management Systems • Incorporate more on Guides 	<ul style="list-style-type: none"> • Accelerators Safety, Nuclear Safety, and Aviation Safety
	<p>Within any of the SCMS management systems, are there Subject Areas and/or Procedures that should be added? If yes, what?</p>	<ul style="list-style-type: none"> • Funds In/Funds out needs to be added to the MOC MS • Add Procedure on Eliminating an SCMS Procedure (<i>Written 12/2019 to add to the Requirements Management MS when updated</i>) • Add a Subject Area on Work for Others • Need consistent application across the SC complex, accelerator safety. • Need guidance on hazard categorization for sites that do not have any nuclear facilities who want to demonstrate such. LBNL fits into this scenario and had to create a program to stay out of 10 CFR space. Not sure if this ever got resolved. Interest to other sites? • Discrepancy within SCMS and the accelerator safety order. SMEs wrote and submitted paper on this. 	<ul style="list-style-type: none"> • Funds-in/Funds-Out Procedure needed • Work for Others Procedure or Subject Area needed • Hazard Categorization for non-nuclear facilities • Accelerator SAs need overhaul

FOCUS GROUP FACTS	QUESTIONS	RESPONSES	MOST FREQUENT RESPONSES
	4. External/Alternate Site Use for Direction/Guidance		
	Should groups within SC be allowed to develop/use/maintain such external sites? If yes, why? If no, why not?	<ul style="list-style-type: none"> • Yes, add link and reference to the SC M&O SharePoint page • Yes, add link to the Acquisition Answers webpage • Yes, The Policy Corner 	<ul style="list-style-type: none"> • General opinion is yes, but add link to SCMS, but the external sites can't set requirements,
	If yes to the above, what should the relationship be between such external sites and the corresponding SCMS management system?	<ul style="list-style-type: none"> • Important to have and show proper flow down of requirements from SCMS to Standard Office Operating Procedures • SCMS should be the one place for all information and other sites used should be linked into it. • Some organizations promote use of internal desktop procedures more than SCMS • External sites should be linked into SCMS while continuing to be external but share related information, i.e., how the Directives Portal is linked into SCMS. • Some use their SharePoint site, but all entries reference SCMS, but their SharePoint site is easily accessible, but in the future make sure there aren't duplicate sites which may contradict one another. • Need to differentiate between internal SOPs (within an organization or SME area) and external SOPs (SCMS). When there are multiple sources of direction/resources, who is responsible for brokering the most current procedures or policies? • Within SCMS, need to link these internal and external system, like iPortal, STARS, STRIPES, etc. • In the environmental procedures, there are external links provided in SCMS. • The Site Office SOPs on SharePoint all reference SCMS, but haven't heard about SCMS much, depends on how much management presses to use SCMS. • SCMS should be promoted higher as one place for information • If both systems communicate with each other, could choose one system • A lot of M&O contracting is not in SCMS, but on their specific sites. • Everything going into and via SCMS could take longer. • Some contractors will find an interpretation of something, for example, OSHA inappropriate interpretation, and Site Offices have to deal with. Environmental SCMS, - there are links to external site. • People do not go to SCMS, they go to the Orders. Very few people reference SCMS. • Alternative sites or guidance outside of SCMS: • DEAR clauses are incorporated into – we have the links and they are linked to contract system. 	<ul style="list-style-type: none"> • If external sites remain, appropriate flowdown required • SCMS should be one place to go • Need to differentiate between internal desktop SOPs and SCMS. They're not the same. • SCMS should be promoted as one place for all SC process information. Using various sites, could lead to various types of implementation.

		<ul style="list-style-type: none"> • Contacted various office within AU to get their interpretation directly on ES&H directives or go back to directives website to drill down into the lower level documentation. Nothing quite like SCMS. • If we want an interpretation from a tech standard, working through AU or OSHA – from DOE to OSHA formally. Sites get hung up because the contractors find different interpretations from other sources from OSHA. Get consistent direction and guidance for tech standards. • On the environmental procedures – there are external links where you can get more details. 	
	<p><i>Top SC management has entrusted the SCMS MSCs with ensuring their assigned management systems are current and correct. The MSCs provide formal assurance of this at least every two years through the documented biennial review.</i></p> <p>- How can SC management be assured that external sites are similarly maintained current and correct - Please explain the formal control processes in place for any external sites.</p>	<ul style="list-style-type: none"> • Need to make sure multiple systems are communicating, maintained consistently • Most of the things in the contracting areas are external. For example, COVID-19 have been worked outside of a formal system. This reinforces the need to maintain flexibility. Supports the need to maintain these external sites, whether within SCMS or outside, if there was flexibility. • If we want an interpretation from OSHA, do not plan to use SCMS, and will work through AU to obtain this interpretation. • SCMS is out of date, it takes a lot of work to update SCMS each time, when someone could just go to the Order and pull up the current Order. Example: if a Contractor does not have the current version of an Order in the Contract, the older Order applies. If SCMS was updated, it might not be relevant to a particular contract. There's a disconnect.** 	<ul style="list-style-type: none"> • If external sites incorporated, need consistency with SCMS. • Lots of external contracting sites • SCMS is not applicable to contractors**
	<p>The SCMS review and publication process provides all SC federal staff the opportunity to review and comment on SCMS documents.</p> <p>Does it matter whether external/alternate sites afford the same opportunity? - Why?</p>	<ul style="list-style-type: none"> • Some go to the Orders, not to SCMS, as a desk reference. • DOE Orders provide specific instruction on what needs to be completed. Referring to these again in SCMS is unnecessary. But it's worsened by the fact that SCMS is not kept current. Also, some DOE Orders are not in all M&O contracts, so reference to these ins SCMS is not applicable.** • Some use SCMS, more than others. There is an issue with detail in the SCMS an issue with keeping it updated. • Issue with usage, how much detail, and updating lag 	<ul style="list-style-type: none"> • SCMS is not applicable to contractors** This is a bad misunderstanding by federal employees. • Lack of detail and lag in SCMS updates • Both must be consistent with each other.

FOCUS GROUP FACTS	QUESTIONS	RESPONSES	MOST FREQUENT RESPONSES
	5. SCMS Management System Structure		
	<p>SCMS structure requires each Management System (MS) be comprised of Subject Areas (SA), with each SA comprised of Procedures.</p> <ul style="list-style-type: none"> o SCMS procedures required to present step-by step-process descriptions. o SCMS also provides for use of Exhibits that generally present non-mandatory examples. o SCMS allows Program Descriptions to be included as a component of a MS, to accommodate Directive requirements for program documents (e.g., QA Program). <ul style="list-style-type: none"> • Do you find the current structure of SCMS, with each MS comprised of SAs, which are comprised of Procedures? • Clear and easy to understand? • If not, what would you recommend be done to make it easier to understand? 	<ul style="list-style-type: none"> • SCMS has been in place for 10+ years. This is the way we understand it is organized. If it changes substantially, it would not be a good thing. • Sometimes you must dig deep to find what you need. • A program description would be helpful for each area. We are all struggling with the need to browse SCMS and reconvene to discuss improvements we would like to see. • Program Descriptions should be more visible. • Open to a completely different format, rather than “we are used to the current format.” It’s hard to find the meat of what you are looking for, but uniformity is important. • When trying to explain where a requirement is, need to explain how to reach down into the system to find something. • Thinks it’s just a matter of knowing how to find something regardless of the system used and getting used to any system’s structure. • Structure is easy to use and find information. Some of the areas overlap but are easy to find because of the search function. • Suggested changes to Procedure 13 in Infrastructure, the steps are hard to follow, need to find a more obvious path for readers to follow. • DDRO has always be the sponsor of SCMS. • Takes a little while to know where to click. • SCMS could be better at providing information on safety requirements for moving particle accelerator parts across site. • Is Structure easy to find; some areas overlap, was in the past difficult to find information, the search feature makes it easier. • Fire hazards analysis and building should be reorganized. 	<ul style="list-style-type: none"> • SCMS structure should remain the same. Would not be good to reformat. No added benefit. • Include more Program Descriptions which are easier to update. • Make SCMS have easier search • Current structure is easy to use • Fire hazards analysis and building need reorganization
	CLOSING		
		<ul style="list-style-type: none"> • What are the other Focus Groups? Is this the coordinated, single Focus Group collecting/coordinating all the inputs? • Need to explain how to find requirements** 	<ul style="list-style-type: none"> • Summary being prepared • All requirements in MSD**
	GENERAL OVERALL ISSUES		
	Communications and Management Direction	<ul style="list-style-type: none"> • SC management needs to issue charge memo to reinvigorate SCMS • SC HQs needs to direct all SC staff to use SCMS Th 	<ul style="list-style-type: none"> • Poor communications about using it since implemented

Appendix C2 - SCMS Non-Users Focus Groups Questions and Responses

FOCUS GROUP FACTS	QUESTIONS	RESPONSES	MOST FREQUENT RESPONSES
NON-USERS GROUP	1. Awareness of SCMS		
Participating Organizations CSC, PNSO, SC-24.1, SC-32.3, SC-41 Meeting Date & Attendees April 9 = 16P TOTAL = 16	Prior to being selected to participate on this focus group and listening to the introductory information, were you aware of SCMS?	<ul style="list-style-type: none"> • Aware of SCMS previously but have not used it for many years. The new platform is familiar looking, but not certain what has changed in the last 10 years. • Been in SC for 10 months. Have heard it discussed in SC-31 staff meetings but have not been directed to use it. Did not know what it was for. Was not part of her onboarding. • Aware it existed. His group does not reference SCMS or use it. He only knows about it through mentioning in staff meeting discussions. 	<ul style="list-style-type: none"> • Not used in long time, not aware of changes • Not directed by management to use SCMS, rarely heard discussed • Not part of onboarding • Aware it existed, but group doesn't use it • Didn't know what it was for
	QUESTIONS	RESPONSES	MOST FREQUENT RESPONSES
	2. Functions Addressed in SCMS		
	Is your job function addressed by SCMS? <ul style="list-style-type: none"> ▪ If yes, follow up questions are on the next slide. ▪ If no, what is your job function? 	<ul style="list-style-type: none"> • Yes, my job function of program management is addressed in SCMS • Yes, project management • The division she is in manages, program and project management, have not had a need to use SCMS. Not aware of any other system in BES used by the program office. Maybe PAMS, which is a proposal management system, certainly does not have the same purpose as SCMS. 	<ul style="list-style-type: none"> • Program Management • Project Management • Maybe in PAMS, but systems doesn't have same purpose as SCMS

	<ul style="list-style-type: none"> ▪ If your job function is <u>not</u> addressed by SCMS, is your job function supported by an internet accessible system that provides current applicable requirements, direction, procedures, processes, guidance, examples and exhibits for your functional area? ▪ If so, please elaborate and provide the hyperlink to the system that you use. 	<ul style="list-style-type: none"> • Not addressed, broadly speaking the division handles PM and Project management is in SCMS. She is not the lead for that. Program Management does not which one you would tie it to for that broad definition. Not had the need to use SCMS. • Use SharePoint directory, Policy Corner, which posts forms, policies, instructions. Shared O:Drive includes financial assistance handbook. • BER uses an external system PAMS. • Not aware of any system within BS. There are two divisions that support research and use PAMS. The system is wider used by SC program office, not the same as SCMS. System people input the proposal evaluations modeled after NSF, but not same purpose as SCMS. • SBIR uses PAMS. • Grants – use a SharePoint Directory for guidance and policies and forms. They also use the S:drive that is mainly where we go for the financial systems handbook. Mostly use H drive, varies with everyone, mostly used as a supplemental tool for us. Policy Corner on SharePoint. They also use it for closeout tracking, and shared documents with different groups. Update status of current workload and when awards are made or issued. 	<ul style="list-style-type: none"> • Use PAMS • Use SharePoint • Use SharePoint Directory • Use Policy Corner • Use O:Drive Team Site • Use S:Drive Team Working Site • Use H:Drive • Use Proposal Evaluation System modeled after NSF • Use SMART and Concur
	QUESTIONS	RESPONSES	MOST FREQUENT RESPONSES
	3. Use of Other Websites		
	<p>If your job function is addressed in SCMS, but you do not rely on SCMS to perform your job:</p> <ul style="list-style-type: none"> ▪ What is the reason? 	<ul style="list-style-type: none"> • Didn't know about SCMS. Seems high level, not specific enough for her day to day functions. Takes a lot of "clicks" to drill down to procedures needed to do her job. Others in her office are very familiar with these procedures because they use them daily and have a lot of institutional knowledge. Her office does not have an alternative system where these procedures are housed. No one ever mentioned during her onboarding that SCMS existed. • There is an SCMS guide on financial assistance. Had never seen it before and was never directed to it. He has been on board for 9 years, and during that time no one ever really mentions. He relies on mentoring from others in the office on the Financial Management Handbook . • Never directed to use SCMS. Was given the link to PAMS only. Always use SMART and Concur. • Already know all processes so don't have to rely on SCMS 	<ul style="list-style-type: none"> • Didn't know about SCMS, no one mentioned SCMS during onboarding • SCMS seems too high level, not specific enough • SCMS requires a lot of drill down to find what you need • Worked for SC for 9 years in financial assistance and no one ever mentioned SCMS
	<ul style="list-style-type: none"> ▪ Is there an alternate system that you use instead of SCMS? ▪ If yes, what is that system? Please provide a hyperlink to that system. 	<ul style="list-style-type: none"> • Did not use because she did not know about it. It seems very high level and not detailed specifically for her day to day function. The other SLI managers know the procedure, so they use the same process over and over again. It is just engrained in our daily functions. There is no alternate system. There is a lot of stuff there and her office does this daily if there is a need to refer to SCMS. 	<ul style="list-style-type: none"> • Didn't use SCMS because didn't know about it • No alternate system used, just know functional area well

	<ul style="list-style-type: none"> If yes, why do you use the alternate system rather than SCMS? 	<ul style="list-style-type: none"> It is a culture that needs to remind people to use SCMS. Looking through SharePoint there is an SCMS guide for financial assistance, never seen it before or directed to it. The culture did not make much mention of it. Just speaking to recent hires, no one has referend to it. Use financial assistance handbook and unofficial mentoring. If they had known about it, it would have been a good reference to use it. Works with FAMS MSC. This Guide provides a good reference and it is more helpful than Financial Assistance Handbook. Heard of SCMS, never used it, but never directed to use and given the link to PAMS and use from there. She also uses SMART and CONCUR. That would be great and will definitely look into Directed to use PAMS, not directed to use SCMS 	<ul style="list-style-type: none"> SC Staff needs to be reminded of SCMS to use it SCMS contains new Financial Assistance Guide, but management never told team it was there. Never directed to use SCMS, but given link to PAMS to use
	QUESTIONS	RESPONSES	MOST FREQUENT RESPONSES
	4. Effectiveness of SCMS Content		
	<p>If you don't utilize SCMS because the content isn't as effective as you think it should be, what changes to SCMS would make the content more effective?</p>	<ul style="list-style-type: none"> What is preferred SCMS content? Too high level and too many links to get where you need to get to in the hierarchy of the platform. Need to streamline SCMS. Need to minimize the introductory narratives and get straight to the links to find content faster. 	<ul style="list-style-type: none"> Need to streamline SCMS Need to minimize intro narratives in MSDs Need to shorten intros or remove them and start out with links to content
	<ul style="list-style-type: none"> What feedback can you provide regarding the content that would increase your use of SCMS? 	<ul style="list-style-type: none"> Don't use it because of the content. Very high level and links to other links. It became very cumbersome. Make it more streamlined. Make it link based. Just came over from another part of the department. Just was a real formal thing for onboarding. Content management system of the web pages, one thing advised, don't put a lot of words up front. Not pages of text. Go directly to what they want. Make links more descriptive so people can choose as much research as they want. 	<ul style="list-style-type: none"> Too high level Can be cumbersome to use Streamline SCMS Make it more link based Include use in onboarding Lead directly into needed links Make links more descriptive

	QUESTIONS	RESPONSES	MOST FREQUENT RESPONSES
	5. Effectiveness SCMS Structure		
	<p>If you don't use SCMS because of the comprehensiveness of its structure, would changes to its structure make SCMS more effective?</p> <ul style="list-style-type: none"> If yes, what changes would you recommend? 	<ul style="list-style-type: none"> Would like to work with the content managers to better structure her topical infrastructure areas. She is happy to volunteer to help! Should be more link based Topics Right up Front 	<ul style="list-style-type: none"> Content Managers/MSCs should better structure areas Make more link based Move topics up to top
	QUESTIONS	RESPONSES	MOST FREQUENT RESPONSES
	6. SCMS Level of Effective Content		
	<p>After hearing about the purpose and content of SCMS, do you think SCMS would be helpful in carrying out any of your job duties? Please elaborate.</p>	<ul style="list-style-type: none"> Would be a good mechanism for onboarding. An SCMS tool for grants and financial assistance would be helpful. It's not communicated to staff as an available reference tool. Would like to see a location like SCMS which would house information on how we do business, rather than rely on institutional knowledge Think it would be helpful to emphasize with staff to utilize SCMS more. 	<ul style="list-style-type: none"> SCMS should be discussed during onboarding SCMS good for training new hires SCMS tool for grants & financial assistance would be great Not communicated to staff about enough to encourage use and needs to be emphasized SCMS should be used to house how SC does business so don't have rely on institutional knowledge

	QUESTIONS	RESPONSES	MOST FREQUENT RESPONSES
	7. Beneficial Insight to SCMS		
	Do you have any other helpful insight regarding SCMS that would be beneficial for this review?	<ul style="list-style-type: none"> • Focus on non-users that have not used SCMS, need to first verify that their work activities are in SCMS. Cannot find the link to SCMS now. • Suggest that those being interviewed for this focus group, should be provided the SCMS link in advance of these calls • Would prefer to generally rename it as "Science Management System", rather than use of the acronym SCMS to have better recognition by users. • Where is the link to SCMS? • What are the next steps in the SCMS renewal project? • Has anyone thought of implementing a desktop link for SCMS? 	<ul style="list-style-type: none"> • Talk to non-users who don't SCMS for whatever reason • Should have been provided link to new SCMS before focus group meeting • Always call it the Science Management System rather than using the acronym all the time, a lot of folks don't know what the acronym stands for. • Need highly visible desktop link to SCMS • Need to communicate and highly market very visibly the next steps of SCMS Renewal Project so people will use it from now on.

Appendix C3 – SC **Supervisors** Focus Group Questions and Responses

FOCUS GROUP FACTS	QUESTION 1	RESPONSES	MOST FREQUENT RESPONSES
SC SUPERVISORS Group	What messages or expectations have you received from your management/SC leadership on SCMS usage?		
Participating Organizations		<ul style="list-style-type: none"> • CSC - Received mixed messages about using SCMS. Didn't know anything about SCMS until time to do a functional self-assessment (several years ago). OR CSC Security didn't use SCMS, unlike HQs and CCS CH. Security staff claimed in November 2019 they never had access to SCMS. Procedures are outdated and incomplete. No SOPs that linked back to SCMS. Struggled with understanding the purpose of SCMS and how to use it and link it to my functions and that of my staff. Not sure how SCMS was rolled out to the staff at the onset. • CSC - We initially were encouraged to use SCMS by SC senior management and ACQ management. In reality, we have a well-established library of policies and procedures that cover several topics which are aligned with the FAR. HQs policy already issues policy to the field. Seems we were forced to put all these documents into SCMS format. But reality, the SMEs don't go to SCMS, they rather look for resources elsewhere where they have been available for the last 35 years and where they originate. • BHSO - SCMS isn't updated real time, so we rely on other sources of information which is easier to find. Suggest that HQs find a different way to do business so it's more familiar to SMEs. He goes back to ACQ policies and procedures because it's easier to use than SCMS. Need to identify which procedures should be in SCMS that are broad in nature. • PNSO - You already know where to go for information. SCMS is an additional layer which is cumbersome and clunky and takes up time to update and is burdensome. 	<ul style="list-style-type: none"> • Mixed messages about using SCMS • Perception of non-use • Not sure or purpose, how to use, or link to functions • Acquisition policies in other documents, forced to put into SCMS • Some SMEs don't go to SCMS, look for resources other places in original, long time places. • SCMS isn't updated in real time • SCMS adds another layer that is cumbersome
<p style="text-align: center;">CSC, ASO, BHSO, FSO, PNSO, SC-21, SC-22, SC-41</p> <hr/> <p style="text-align: center;">Meeting Date & Attendees</p> <p style="text-align: center;">April 13 = 22P</p> <p style="text-align: center;">TOTAL = 22</p>			

	QUESTION 2	RESPONSES	MOST FREQUENT RESPONSES
	Do you use SCMS as a Manager/Supervisor to perform your job?		
		<ul style="list-style-type: none"> • BHSO - No. It's quicker to go to a known resource that you know is updated and current, where is SCMS is not. • CSC – Only used when training someone new • FSO – Yes, for ISM, CAS, Management philosophy, templates, CRADs for assessments. • CSC-ACQ – Financial assistance and grants group in CH does not use it. Helpful when researching. • CSC-ESH - SCMS is useful and is an advocate. Promotes SCMS to her staff. She finds the delegation of authorities and regulations for subject areas are helpful. Managers could do a better job encouraging SCMS use. SC top management should determine whether if it's required or not. ESH section only. • BHSO - Suggest that some functions are appropriate (ESH/QA) for SCMS and others are not (contract management). There may be a conflict in terms of confusing duplication. • CSC-S&S – There are other regulations that give us specific guidance, so SCMS is duplicative. SCMS isn't the primary instruction as to how to do a task. Maybe the role of SCMS is for customers on what tasks need be done, not how. 	<ul style="list-style-type: none"> • SCMS not updated fast enough • SCMS is good to use in training new employees • SCMS is very useful in many ways • SCMS is good for research • SCMS is very useful in multiple and promotes her staff to use it • SC top management should encourage its use more and determine that its use is required, not optional • Some functions not appropriate for inclusion in SCMS • SCMS is duplicative of regulations • SCMS for customers on what needs to be done
	QUESTION 3	RESPONSES	MOST FREQUENT RESPONSES
	Do you view SCMS as a requirement to use or as guidance only?		
		<ul style="list-style-type: none"> • CSC – S&S - Information is high level, not specific enough, very dated, forms are old. Some have not been reviewed since 2012. Hard to take seriously when it's not uniform on how it approaches a topic. • SC-22 – Regarding performance management, could be a useful guide. HC or HRSSC already provides this information. Could be a 	<ul style="list-style-type: none"> • Some SCMS content is high-level and old, not uniform on topic • Helpful guidance • Good centralized resource

		<p>good resource to find information all in one place if it was current.</p> <ul style="list-style-type: none"> CSC-ESH - ESH/QA example – SCMS is a guide on how to apply requirements SC-wide regarding Technical Qualification Program (TQP). There are program documents in SCMS that are helpful. 	<ul style="list-style-type: none"> Good guide on applying TQP requirements and in other program areas
	QUESTION 4	RESPONSES	MOST FREQUENT RESPONSES
	As a Manager/Supervisor, what are your expectations of SCMS?		
		<ul style="list-style-type: none"> CSC-S&S - It remains updated and there is an easy way to make changes quickly and often to ensure consistency with policy and guidance. BHSO – Should be a knowledge management system – to ensure coordination, rather than managing requirements. Most SMEs know where to get information. Should focus on how to coordinate and route information/requests. Need to get away from mandating requirements that exists elsewhere. When I get new staff, this is what I focus on during onboarding. CSC-ACQ – I am not a supervisor but can tell you that management’s position is that SCMS is duplicative in OGCA because more current information is available elsewhere. There aren’t enough resources to keep up SCMS. Should not dedicate staff resources to make SCMS current. 	<ul style="list-style-type: none"> Continuous updating, easy & quick revision method, consistent with policy guidance Should be knowledge-based system rather than requirements-based system, requirements are other places SC Managements thinks SCMS is duplicative Not enough resources to upkeep Should not have to dedicate staff to maintain updates
	QUESTION 5	RESPONSES	MOST FREQUENT RESPONSES
	As a Manager/Supervisor, does SCMS meet your expectations?		
		<ul style="list-style-type: none"> CSC-S&S - SCMS is not meeting expectations BHSO – Not sure what the expectations are in the first place., what is in the system now is not meeting expectations CSC-ESH – Yes, it is meeting expectations with ESH and QA. Need to figure out how to timely maintain SCMS. The most value of SCMS is with templates (letters, corrective actions, etc.). SC-41 - Should be a one-stop shop that he and his staff need to know to do their jobs well. S&S area. They don’t use SCMS on operations side but do from a budget side. ESH/QA – SMEs rely on it heavily. Program/Project management – HQs SMEs not 	<ul style="list-style-type: none"> No, but what was expected wasn’t described Yes, totally meets expectations Templates are great Should be one-stop shop SMEs rely on it heavily Some functions aren’t reflected as well as they should be

		<p>using SCMS because it doesn't reflect how SC gets things done.</p> <ul style="list-style-type: none"> BHSO – Wants to understand how SCMS is helpful on the ESH/QA function. How do you influence the content of the Subject Areas so they are useful? 	
	QUESTION 6	RESPONSES	MOST FREQUENT RESPONSES
	Do you encourage the use of SCMS by your staff?		
		<ul style="list-style-type: none"> Not a lot of discussion BHSO – Mostly for new staff, but since most staff are hired in at high grades, they should already understand the regulations. Marc – He encourages his staff to use SCMS. For those who are responsible for maintaining their subject areas in SCMS, there is a requirement in their performance management plans 	<ul style="list-style-type: none"> Limited discussion
	QUESTION 7	RESPONSES	MOST FREQUENT RESPONSES
	What kind of feedback have you received from your staff on their usage of SCMS?		
		<ul style="list-style-type: none"> BHSO – It's not up to date, so it's hard to encourage staff to use SCMS. CSC-ESH Staff does not use it so don't get much feedback. Those who update it, view it as a huge time sink and the benefit does not justify the effort because no one uses it because it's a duplicate platform. Corporate policies are housed in other DOE platforms (like STRIPES), and there is a SharePoint site. 	<ul style="list-style-type: none"> Needs update to be used more Not used much, limited feedback, huge time to update, benefit doesn't outweigh effort, duplicative

	QUESTION 8	RESPONSES	MOST FREQUENT RESPONSES
	Do you refer to SCMS to provide direction to your staff on their jobs?		
		<ul style="list-style-type: none"> • CSC-BudEx – I would if I had someone new starting • FSO – We use SCMS when we develop local FSO procedures • CSC-ESH – SCMS is referenced in staff performance plans 	<ul style="list-style-type: none"> • Yes, for new employees • Yes, use to develop procedures • Yes, referenced in performance plans
	QUESTION 9	RESPONSES	MOST FREQUENT RESPONSES
	What successes have you had, if any, in using or implementing SCMS with your team?		
		<ul style="list-style-type: none"> • CSC-ESH– Used to onboard one of her employees who transferred into her org from another group. 	<ul style="list-style-type: none"> • Used for onboarding
	QUESTION 10	RESPONSES	MOST FREQUENT RESPONSES
	What challenges have you had, if any, in using or implementing SCMS with your team?		
		<ul style="list-style-type: none"> • CSC-BudEx – Has challenges with people retiring in the last 3-5 years and their names are still listed as SCMS owners. Some of these positions have been filled for years, but the process for assigning new owners is onerous. 	<ul style="list-style-type: none"> • SMEs need updating • Views appointing SMEs as onerous, but SMEs can just be named by MSO/MSC, no approval process involved

	QUESTION 11	RESPONSES	MOST FREQUENT RESPONSES
	What changes would you make to SCMS?		
		<ul style="list-style-type: none"> • CSC-ESH - Seems it works for safety topics, but for other topics, do not make it a requirement any longer. • CSC-ESH– Sometimes use other management systems to search for information. It helps to have these topics covered in SCMS when needed, but perhaps the level of effort is too great to keep these other topics updated. • Can you determine how often SCMS topics are used by users? • SC-41 – Will look in SCMS to learn how to other functions are performed. He would like SCMS to be a one stop shop. Is there a way to know where to go to get information? Example – an award nomination for staff or advising someone on personnel matters. This info doesn't need to be resident in SCMS but could point to information available in other DOE systems. 	<ul style="list-style-type: none"> • Doesn't seem to work for some functional areas • Effort may be too great to keep some topics updated • Could on previous system, but cannot at this time • Needs to be one-stop shop • Should link to other system information
	QUESTION 12	RESPONSES	MOST FREQUENT RESPONSES
	What do you view as the most important aspect(s) of SCMS?		
		<ul style="list-style-type: none"> • FSO – For ESH, there are advantages to have SCMS, like overarching requirements. Good resource for applicable requirements and examples of reporting formats, guidance for performance assistance, but is only valuable if its kept up to date. • CSC-Budded – Good for other groups to look up info that they don't already know. • CSC-ESH – Like having in one place where there are links to DOE Orders, delegations, etc. 	<ul style="list-style-type: none"> • Great resource for ESH area • Good for all groups to use for information • Likes having everything together in one place

Appendix C4 – SC **Managers** Focus Group Questions and Responses

FOCUS GROUP FACTS	QUESTION 1	RESPONSES	MOST FREQUENT RESPONSES
SC MANAGERS Group	What messages or expectations have you received from your management/SC leadership on SCMS usage?		
Participating Organizations			
<p>CSC, AMSO, ASO, BHSO, FSO, PNSO, TJSO, SC-21, SC-22, SC-3.4, SC-41, SC-43</p> <hr/> <p>Meeting Date & Attendees</p> <p>April 15 = 18P</p> <p>TOTAL = 18</p>		<ul style="list-style-type: none"> • SC-3.4 – At HQs financial management – we don’t use SCMS. There is an effort being made by CFO to update their directives and orders. • SC-3.4– Jeff Salmon was of the opinion that SCMS was only a Field platform, no applicability to HQs. • PNSO – SCMS has never served a HQs need and should be field-centric but need HQs input. For example, GC is not a SC organization First priority is to make SCMS current. • SC-41 – Do these SC HQ organizations think SCMS could be useful to them? • SC-22 – Makes sense to first update the material relevant to the Field, and, if its useful, it will be adopted by everyone 	<ul style="list-style-type: none"> • Don’t use, CFO is updating its directives • SC-4 used to think SCMS was only for field • SCMS never served HQ need • Needs to be made current • HQ organizations vs. SCMS • Update HR SCMS first for field then see if useful for all SC orgs

	QUESTION 2	RESPONSES	MOST FREQUENT RESPONSES
	Do you use SCMS as a Manager/Supervisor to perform your job?		
		<ul style="list-style-type: none"> • PNSO - I interpret SCMS as requirements, and there is SC policy that goes beyond even the requirements. SCMS should be the first thing we turn to for guidance. • AMSO – Not required to use it if you already know how to do your job. But find that SCMS is good for new hires or those staff taking on a new role • TJSO – The first step is to look at the Order, but some are written poorly. Then go to SCMS, which often provides more clarity to the Order, but sometimes is crosswise with the Order, so the individual needs to make a call on what is really required vs guidance. It poses a challenge for individuals • PNSO – Recently found that the accelerator safety requirements in SCMS go beyond the order requirements, but reflect SC HQs intent • Commenter – Is there guidance on clarifying levels of intent in SCMS, to distinguish a statement of purpose vs rigorous procedures? • PNSO - that this is a good idea – should differentiate requirements vs a few best practices within SCMS. 	<ul style="list-style-type: none"> • SCMS is requirements, should be first system used for finding requirements information • SCMS good for new hires • SCMS provides more clarity than directives, but sometimes different from directives, poses a challenge for use • Accelerator section goes beyond directives • Real purpose? • Differentiate requirements vs. best practices
	QUESTION 3	RESPONSES	MOST FREQUENT RESPONSES
	Do you view SCMS as a requirement to use or as guidance only?		
		<ul style="list-style-type: none"> • BHSO – He is seeing sporadic use of SCMS because it's been down for so long. • ASO - Requirement – easy to use before – out of date • PNSO – good search engine but the content is dated. • AMSO – CH and OR used to do functions differently, never really resolved • Is requirements in financial world • Very valuable to SC, only system like it when created, NNSA & EM developed similar ones • ASO, AMSO, TJSO reduced site procedures when SCMS went into place 	<ul style="list-style-type: none"> • Sporadic use due to down time • SCMS has good search engine • Out of date • Sites have different approaches • Requirements • Important for SC to have • Good centralized, standardized system • Reduced site procedures

	QUESTION 4	RESPONSES	MOST FREQUENT RESPONSES
	As a Manager/Supervisor, what are your expectations of SCMS?		
		<ul style="list-style-type: none"> • SC-3.4 – needs to be a senior level sponsor. Chris Fall or one of the Deputies has to assert the purpose of SCMS 	<ul style="list-style-type: none"> • Needs SC Senior Level Sponsor and endorsement
	QUESTION 5	RESPONSES	MOST FREQUENT RESPONSES
	As a Manager/Supervisor, does SCMS meet your expectations?		
		<ul style="list-style-type: none"> • ASO – It’s hard to encourage because it’s not up to date. Her staff is ready to help update the content. • AMSO – She does point her staff to SCMS to find the answer to their question before asking a person. 	<ul style="list-style-type: none"> • Out of date, but ready to update • Directs staff to use SCMS
	QUESTION 6	RESPONSES	MOST FREQUENT RESPONSES
	Do you encourage the use of SCMS by your staff?		
		<ul style="list-style-type: none"> • No Comments 	
	QUESTION 7	RESPONSES	MOST FREQUENT RESPONSES
	What kind of feedback have you received from your staff on their usage of SCMS?		
		<ul style="list-style-type: none"> • AMSO – thinks this has been answered in the other questions, e.g. training for new staff. Don’t believe there is an onboarding checklist in SCMS. 	<ul style="list-style-type: none"> • Should be discussed in onboarding process, include onboarding checklist in SCMS

	QUESTION 8	RESPONSES	MOST FREQUENT RESPONSES
	Do you refer to SCMS to provide direction to your staff on their jobs?		
		<ul style="list-style-type: none"> No Comment 	
	QUESTION 9	RESPONSES	MOST FREQUENT RESPONSES
	What successes have you had, if any, in using or implementing SCMS with your team?		
		<ul style="list-style-type: none"> AMSO– SCMS needs to be kept current. Since – It’s a documented way to explain how we conduct business and good for external audits ASO – Good for finding delegations of authority 	<ul style="list-style-type: none"> Keep current, update often Great for delegations of access and quick find
	QUESTION 10	RESPONSES	MOST FREQUENT RESPONSES
	What challenges have you had, if any, in using or implementing SCMS with your team?		
		<ul style="list-style-type: none"> Commenter – Make it more user friendly as possible and keep current CSC - Make it a one stop shop – go to SCMS first and use links to other resources AMSO – Need more time to get familiar with the new platform. Then ask this question again later. Commenter – Get IT to add a SCMS link to the desktop. Commenter – Within the management systems, should be a simple way to provide feedback to the Owners from each page. BHSO – Need to think what will make people gravitate to SCMS in order that they will actually use it. Need to make it easy for people to find information. Search function is critical. 	<ul style="list-style-type: none"> Make one stop shop Make more user friendly, Keep up to date Will send in questions after more use of new system Add SCMS link to Desktop again Include simple feedback mechanism (has already) Keep good search function Get folks somehow to gravitate toward using SCMS

	QUESTION 11	RESPONSES	MOST FREQUENT RESPONSES
	What changes would you make to SCMS?		
		<ul style="list-style-type: none"> • No comments 	
	QUESTION 12	RESPONSES	MOST FREQUENT RESPONSES
	What do you view as the most important aspect(s) of SCMS?		
		<ul style="list-style-type: none"> • No comments 	

**Appendix C5 - SCMS Management System Coordinators –
Process Stewards - Focus Group Questions and Responses**

FOCUS GROUP FACTS	QUESTION 1	RESPONSES	MOST FREQUENT RESPONSES
<p align="center">Management System Coordinators - Process Stewards Group</p>	<p align="center">Are the roles of the Process Steward and Implementation Leads clear and understood?</p> <p align="center">Is it clear how these roles interface with each other?</p>		
<p>Participating Organizations</p> <p align="center">CSC, SC-21, SC-22, SC-3.1, SC-3.4, SC-41, SC-42, SC-43.1</p> <hr/> <p>Meeting Date & Attendees</p> <p align="center">April 29 = 19P</p> <p align="center">TOTAL = 19</p>		<ul style="list-style-type: none"> Budget and Financial Management (BudEx) MS. I am confused by the roles and they need to be clarified. During a previous focus group meeting, feedback from HQs was that the SCMS primarily is geared to the field organizations, rather than the HQs personnel. Seems that SC-4 owns the system, but they don't use the system. May have the wrong person assigned. Our HQs role should be to concur on processes to be sure they don't conflict with policies and requirements. I took a survey at our last staff meeting, and half of the staff don't even know the system exists and they have been in DC for 20 years. Human Resources Services (HRD) MS. I am unclear also. Not sure the roles were ever communicated in the first place. No one told me what the roles were when we were assigned these roles. Now need to be sure that the info the SCMS is current. Recommend that these roles be re-communicated. Management and Operating Contracting (MOC) MS. There needs to be some documentation in SCMS and should be info on the roles, responsibilities in a R&R section. Communications and Public Affairs (Commun) MS. All this is stated in SCMS. As a process steward, he decides what is in/out of SCMS, and the implementation lead implements at the contract (Site Office) level. He used his Brookhaven Site Office POC as an example. Example – Reading Room requirements. The PS thinks that should be in SCMS – the WHAT/WHY. The IL determines how this is executed at the Site Office level – the HOW/WHERE/WHEN. PS thinks the IL writes the SCMS procedure. Safeguards and Security Programs and Emergency Management System (SSEC) MS. There are 11 SSEC Subject Areas in the SCMS. Each POC is assigned to each procedure, evenly split between the Field and Site assignments. They manage the content and rely on SMEs to help them. All procedures will be updated by June. The Process Steward serves as the MS program manager, and the site offices POCs are the implementers.* 	<ul style="list-style-type: none"> Do not understand PS role, it was never really explained SCMS is geared toward field operations and not HQ SC-4 owns SCMS but doesn't even use it May have wrong person as PS Many staff at HQ don't know SCMS exists (The new MSCs/PSs/ILs have been written into the SCMS R&Rs and the new R&Rs are with SC-3.) Understands roles and thinks it is described well Thinks IL will be the one to write the MS Procedures Has been MSO since 2012 and understands his role and delegating content writing responsibilities to the SSEC SMEs.*

	QUESTION 2	RESPONSES	MOST FREQUENT RESPONSES
	As Implementation Leads, how do you plan to assure implementability for your MS?		
	<i>(Implementation Leads weren't on this call, but Process Stewards spoke to the role of their Implementation Leads)</i>	<ul style="list-style-type: none"> SSEC MS - The IP and PS review all the changes with the POCs. SSEC MS - New to the entire process and more in a listening mode right now trying to understand. Came on board in January and will be working closely with SSEC PS to further develop SSEC portion of the system. 	<ul style="list-style-type: none"> ILs review all changes with POCs & SMEs
	QUESTION 3	RESPONSES	MOST FREQUENT RESPONSES
	Do you think the scope of your MS is appropriate? If not, how would you improve it?		
		<ul style="list-style-type: none"> HRD MS - The scope of this MS will be scaled down because the HR resources are available online through HCNet and managed through the CHCO's office. The SCMS revision will include performance management, some training and development, and those areas where SC has control and flexibilities rather than duplicate what is already available via HCNet. BudEx MS - Regarding budget, the scope of BudEx may be broad for whoever ends up with that responsibility. Budget, accounting, and evaluation/review/audit functions should be separated because they are not overlapping functions and too much for one person to be responsible for doing. It would take up too much of their time to manage that content. 	<ul style="list-style-type: none"> HRD MS will be made much smaller, responsibilities more with CHICO now BudEx three SAs should be separately managed, too much for one person Three BudEx SAs are currently managed by three separate POCs

	QUESTION 4	RESPONSES	MOST FREQUENT RESPONSES
	How would you improve SCMS overall?		
		<ul style="list-style-type: none"> • MOC MS. Took a significant amount of time to process new requirements in the system – need to streamline that. Technical editing – is this really necessary to spend so much time on. There are terms of aren't consistent for individual processes that should be the default. • Facilities Safety, Operations, and Infrastructure and SCMS Umbrella/Requirements Management MSs – Naming conventions – There are four lines of text to reference a procedure, which is too lengthy...can we number them instead? • Communications MS. Suggest separating HQs and Field procedures. A good example is media relations and public affairs. SCMS states that SC PA sets all the policy, but then it changes depending on who leads PA at the lowest level in the organization. This is aspirational only. Everything actually goes to PA DOE HQs or review/approval. Why is the subject matter in SCMS anyway? SC has no control over content. Actually, it all goes to DOE HQs. Example COVID-19. PA has drastically changed in the last 6 years and SCMS is not very flexible to account for that. Maybe PA should be completely taken out of SCMS because of that. 	<ul style="list-style-type: none"> • Streamlining Ops processes done in 2015 • MOC terms unique, want to stay like that, not use SCMS nomenclature, discussed with Ops. and can do. • Ops is working on reworking Procedure titles. They won't be just numbers but abbreviated title because they are uniquely linked in system. • All communications have to go through HQ DOE PA • PA changed much in last six years, SCMS is not very flexible, SC has no control over Commun, • Should Commun stay in SCMS?
	QUESTION 5	RESPONSES	MOST FREQUENT RESPONSES
	What are your expectations for your SMEs during this current update process?		
	Do you plan to select any new SMEs?		
		<ul style="list-style-type: none"> • SSEC MS - Each Subject Area and Procedure are in Word format. Each SME has all the documents to prepare a redline/strikeout version to the PS and IL to review. Then these will be submitted through the SCMS review process. • BudEx MS - With HQs budget staff not using or being aware of SCMS, the 15 SMEs on the list provided to him, he only recognized one of the names, who he met one time several years ago. For him, these are not his SMEs (these are actually CSC SMEs) • How does SC leadership expect policy to flow? Local or HQs only? Budget and accounting implementation seem to be at CSC level. Is this a resource or direction? 	<ul style="list-style-type: none"> • Easy to update MS with SMEs involved • New HQ lead doesn't know SMEs, all in field, does not consider them his HQ SMEs • How does HQ expect SC Policy to flow? Local or HQ only? • CSC implements most BudEx, • Is this resource or direction?

		<ul style="list-style-type: none"> MOC MS - Plan to update the list of SMEs because many have left DOE. Then, will organize an update. We have very few staff on my team. Will need to engage the Site Office COs, who are heavily engaged in their day to day work and don't have a lot of time to make these updates. 	<ul style="list-style-type: none"> Few staff now, will require engaging SO COs with little time
	QUESTION 6	RESPONSES	MOST FREQUENT RESPONSES
	Would you like to see new functions added to SCMS?		
		<ul style="list-style-type: none"> No comments 	
	QUESTION 7	RESPONSES	MOST FREQUENT RESPONSES
	Do you have any additional comments about SCMS or your role in SCMS?		
		<ul style="list-style-type: none"> No comments 	

**Appendix C6 - SCMS Management System Coordinators –
Process Stewards and Implementation Leads –
Focus Group Questions and Responses**

FOCUS GROUP FACTS	QUESTION 1	RESPONSES	MOST FREQUENT RESPONSES
<p align="center">Management System Coordinators - Process Stewards and Implementation Leads Group</p>	<p align="center">Are the roles of the Process Steward and Implementation Leads clear and understood?</p> <p align="center">Is it clear how these roles interface with each other?</p>		
<p>Participating Organizations</p> <hr/> <p align="center">CSC, ASO, BHSO, OSO, TJSO, SC-3.4</p> <p>Meeting Date & Attendees</p> <p align="center">April 28 = 20P</p> <p align="center">TOTAL = 20</p>		<ul style="list-style-type: none"> • Personal Property Management (PProp) MS – How much control does the implementation Lead have over what is written in SCMS since they aren't technical experts in the field? • Environment, Safety, and Health (ESH) MS – Make sure we are not straying from our lanes as Process Stewards and Implementation Leads. Expected there would be a better definition of roles. • Quality Assurance and Oversight (QUAL). It means that if there is a Subject Area that requires an approved plan, for example, get some perspective from the Site Offices on how this fits with the M&O contract and how implementable such an approval is. Does agree that there is a learning curve to make sure we are all on the same page with roles and responsibilities. • What if one of the Site Offices wants to take a different approach than another Site Office? Who makes that decision? PS or IL? 	<ul style="list-style-type: none"> • Implementation not SME, what is their control over SCMS content? • Roles need to be better defined • Blurred lines between PS & IL • This will be a learning curve till MSCs and SOs are on the same page • Consistent implementation is needed. • If two SOs have different approaches, who will make the decision on how to implement? • Who will hold Site Offices accountable? • Who decides the direction, MSCs or Site Office?

	QUESTION 2	RESPONSES	MOST FREQUENT RESPONSES
	As Implementation Leads, how do you plan to assure implementability for your MS?		
		<ul style="list-style-type: none"> • Real Property Management (RProp) MS -What is the role and work of the Implementation Lead? The RProp IL is not an SME in the RProp functional area. • PProp MS – Who makes the final decision, the PS or the IL? • ESH MS – Approach can vary, flexibility in process if we meet requirements 	<ul style="list-style-type: none"> • Role of IL, in most areas IL not an SME • PS/IL who makes final decision • Implementation method can vary
	QUESTION 3	RESPONSES	MOST FREQUENT RESPONSES
	Do you think the scope of your MS is appropriate? If not, how would you improve it?		
		<ul style="list-style-type: none"> • ESH MS – Thinks the ESH scope is clear 	<ul style="list-style-type: none"> • Some MSs have clear scope
	QUESTION 4	RESPONSES	MOST FREQUENT RESPONSES
	How would you improve SCMS overall?		
		<ul style="list-style-type: none"> • ESH MS - Get as much engagement from the staff as possible. Old SCMS platform was outstanding, new platform, not so good. • Quality Assurance and Oversight (QUAL) MS. Need to find ways to inspire engagement among the staff. SCMS needs to be centralized system, the way SC does business. Some people wonder why use SCMS. 	<ul style="list-style-type: none"> • Old SCMS platform was outstanding, new one isn't • Get staff involved more • Need direction from HQ to use SCMS as the SC way of business • SCMS needs to be centralized SC system on how SC does business

	QUESTION 5	RESPONSES	MOST FREQUENT RESPONSES
	<p>What are your expectations for your SMEs during this current update process?</p> <p>Do you plan to select any new SMEs?</p>	<ul style="list-style-type: none"> ESH MS – Routinely review these expectations to make sure they are current, and work with my Implementation Lead. RProp MS – The real and personal property teams are small. The entire teams are contributing. This is a challenge regarding implementation because Real Property and Personal Property have different kinds and levels of authority. 	<ul style="list-style-type: none"> IL more of SME, help keep MS current and do updates Get all staff to contribute in small functional area. Different functional authority
	QUESTION 6	RESPONSES	MOST FREQUENT RESPONSES
	<p>Would you like to see new functions added to SCMS?</p>	<ul style="list-style-type: none"> ESH MS – Need a formal way to track identification and resolution of comments. QUAL MS– Suggest having a repository of comments and resolutions. ESH MS – Maybe produce a list of FAQs? 	<ul style="list-style-type: none"> Track comments and resolutions Have Frequently Asked Questions section (<i>Available but will have to load with questions when received.</i>)
	QUESTION 7	RESPONSES	MOST FREQUENT RESPONSES
	<p>Do you have any additional comments about SCMS or your role in SCMS?</p>	<ul style="list-style-type: none"> ESH MS – Who will hold the Site Offices accountable to support the PSs and ILs so the burden does not fall on the CSC? Will SCMS be added to Performance Plans? PProp MS – SC-4 DDFO needs to send out an official focus and use announcement 	<ul style="list-style-type: none"> Big workload, should be written into Performance Plans SC-4 DDFO needs to send out official announcement supporting SCMS use

Appendix C7 – SCMS Survey Data

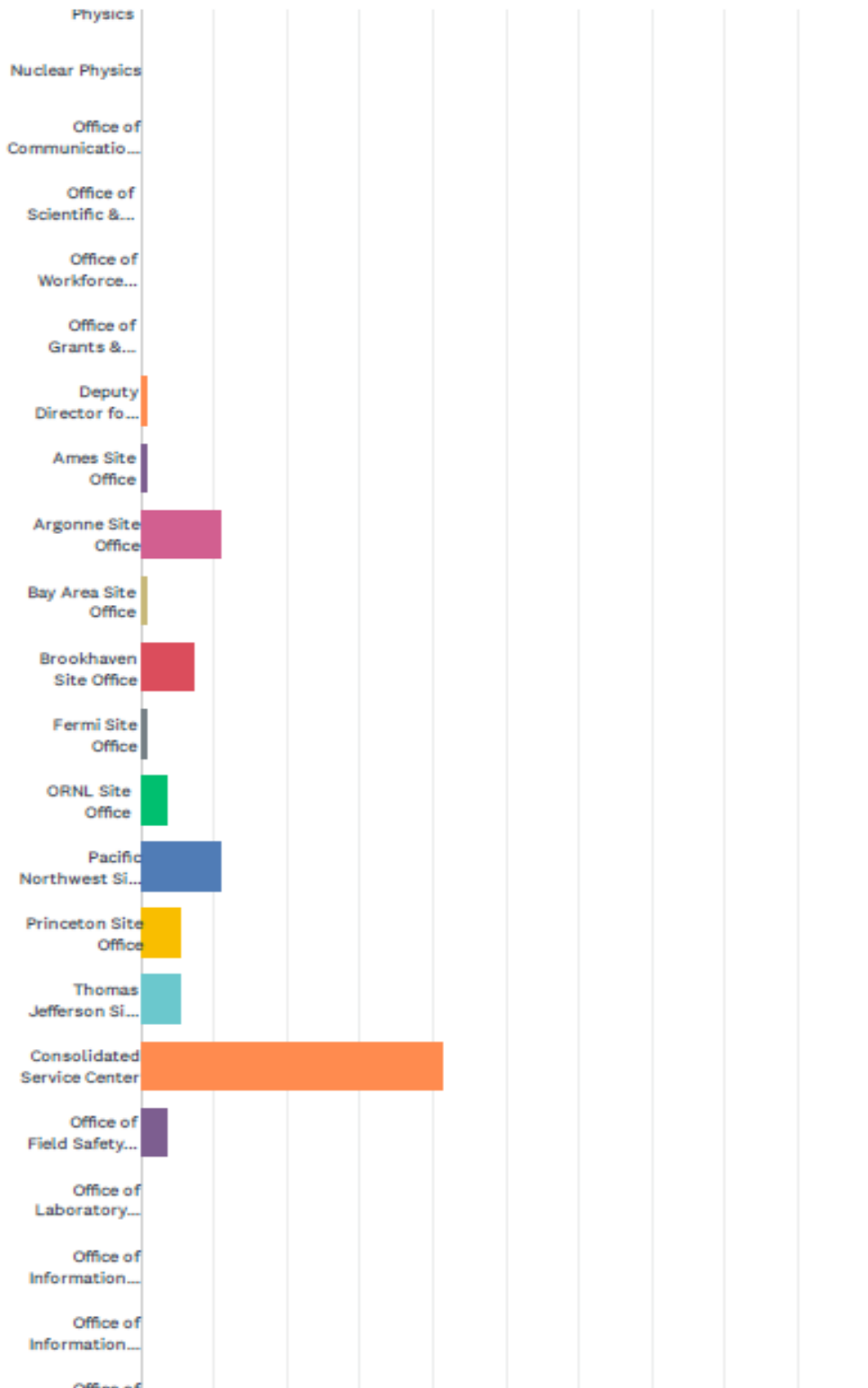
SCMS Functionality Review Survey R1

Q1 Where do you work in the Office of Science?

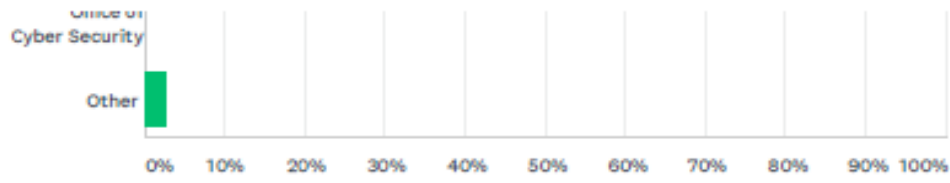
Answered: 109 Skipped: 3



SCMS Functionality Review Survey R1



SCMS Functionality Review Survey R1



SCMS Functionality Review Survey R1

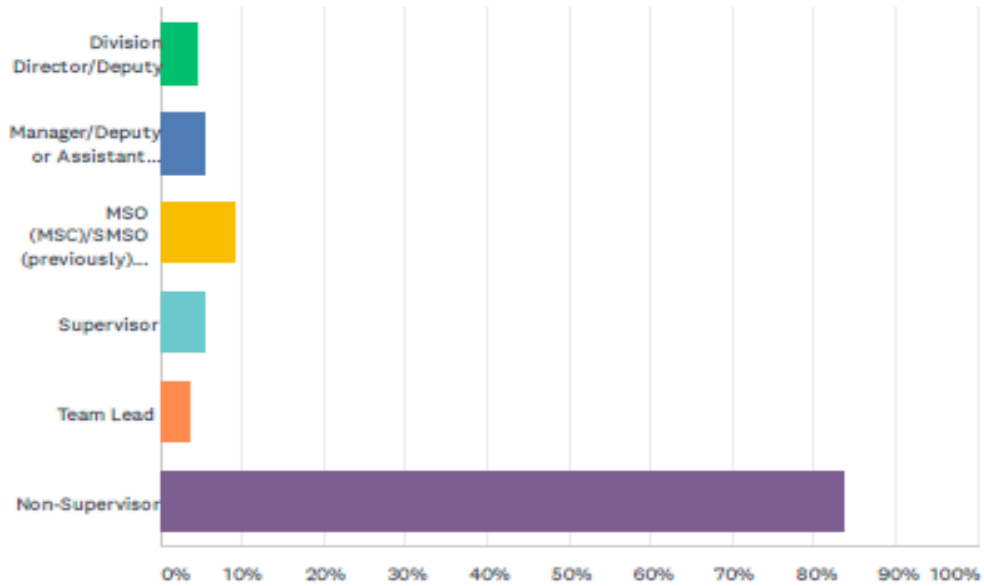
ANSWER CHOICES	RESPONSES	
Office of the Director	0.00%	0
Office of Principal Deputy Director	0.00%	0
Office of Budget	0.00%	0
Office of Management	0.00%	0
Office of Project Assessment	0.00%	0
Office of Engineering & Technology	0.00%	0
SBIR/STTR Programs Office	0.92%	1
Accelerator R&D and Production	0.00%	0
Isotope R&D and Production	0.00%	0
Office of Diversity, Inclusion & Research Integrity	0.00%	0
Office of Strategic Planning & Interagency Coordination	0.00%	0
Office of International Affairs & Science Security	0.00%	0
Office of Crosscutting & Special Initiatives	0.00%	0
Deputy Director for Science Programs	0.00%	0
Advanced Scientific Computing Research	0.00%	0
Basic Energy Sciences	1.83%	2
Biological & Environmental Research	0.00%	0
Fusion Energy Sciences	1.83%	2
High Energy Physics	0.00%	0
Nuclear Physics	0.00%	0
Office of Communications & Public Affairs	0.00%	0
Office of Scientific & Technical Information	0.00%	0
Office of Workforce Development for Teachers & Scientists	0.00%	0
Office of Grants & Contract Support	0.00%	0
Deputy Director for Field Operations	0.92%	1
Ames Site Office	0.92%	1
Argonne Site Office	11.01%	12
Bay Area Site Office	0.92%	1
Brookhaven Site Office	7.34%	8
Fermi Site Office	0.92%	1
ORNL Site Office	3.67%	4
Pacific Northwest Site Office	11.01%	12

SCMS Functionality Review Survey R1

Princeton Site Office	5.50%	6
Thomas Jefferson Site Office	5.50%	6
Consolidated Service Center	41.28%	45
Office of Field Safety, Security & Infrastructure	3.67%	4
Office of Laboratory Policy	0.00%	0
Office of Information Management	0.00%	0
Office of Information Management	0.00%	0
Office of Cyber Security	0.00%	0
Other	2.75%	3
TOTAL		109

Q2 Please identify your role (multiple answers can be chosen)

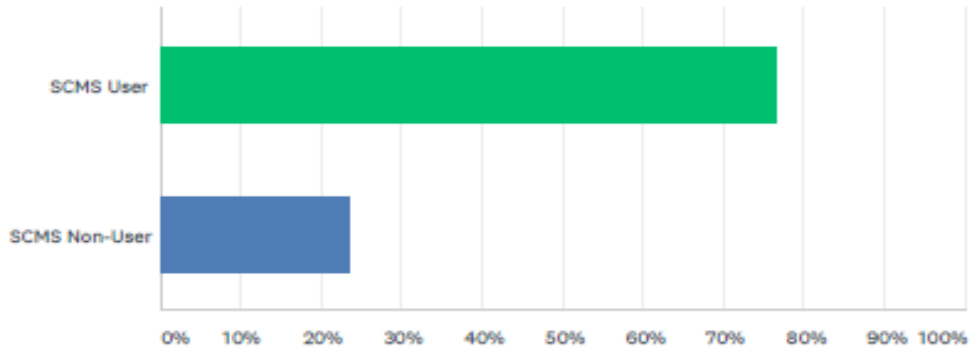
Answered: 111 Skipped: 1



ANSWER CHOICES	RESPONSES	
Division Director/Deputy	4.50%	5
Manager/Deputy or Assistant Manager	5.41%	6
MSO (MSC)/SMSO (previously)/SME/POC (previously)	9.01%	10
Supervisor	5.41%	6
Team Lead	3.60%	4
Non-Supervisor	83.78%	93
Total Respondents: 111		

Q3 Do you consider yourself a user of SCMS, or a non-user of SCMS?

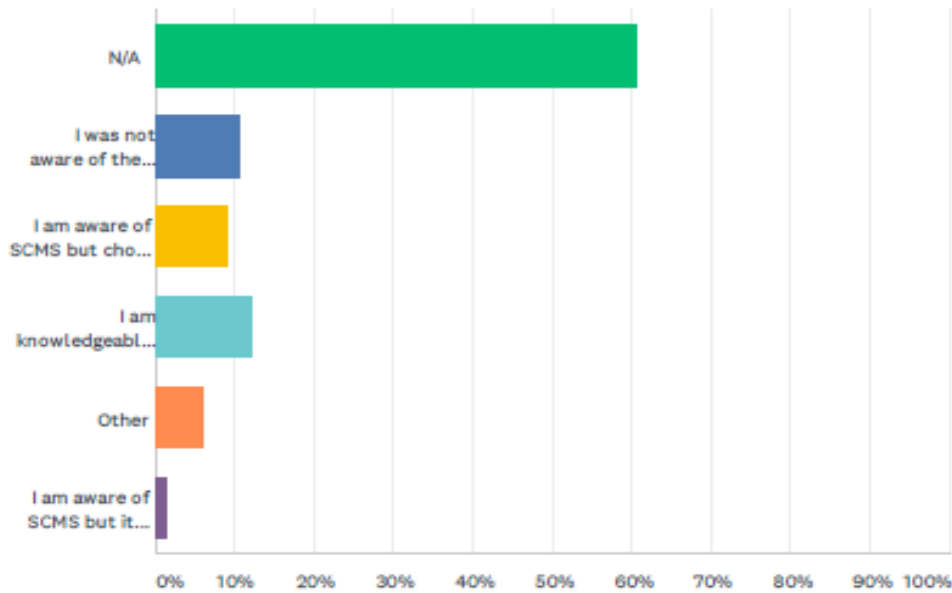
Answered: 111 Skipped: 1



ANSWER CHOICES	RESPONSES	
SCMS User	76.58%	85
SCMS Non-User	23.42%	26
TOTAL		111

Q4 If you are a SCMS Non-User, the reason is:

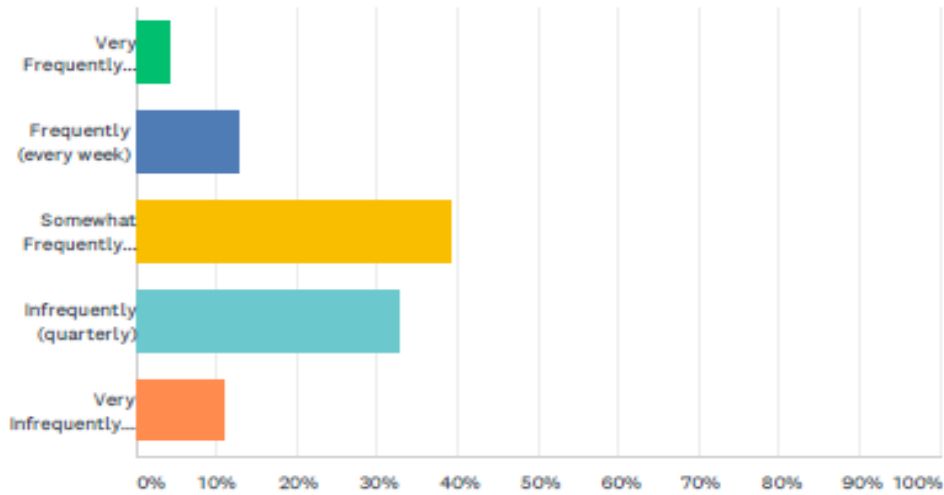
Answered: 66 Skipped: 46



ANSWER CHOICES	RESPONSES
N/A	60.61% 40
I was not aware of the existence of SCMS	10.61% 7
I am aware of SCMS but choose not to use it	9.09% 6
I am knowledgeable of SCMS, but as an SC Subject Matter Expert, I know my functional area very well and do not need to utilize or rely on SCMS to perform my job.	12.12% 8
Other	6.06% 4
I am aware of SCMS but it does not address my job function; please identify your job function which is not addressed in SCMS:	1.52% 1
TOTAL	66

Q5 If you are a SCMS User, please rate the frequency of your SCMS usage:

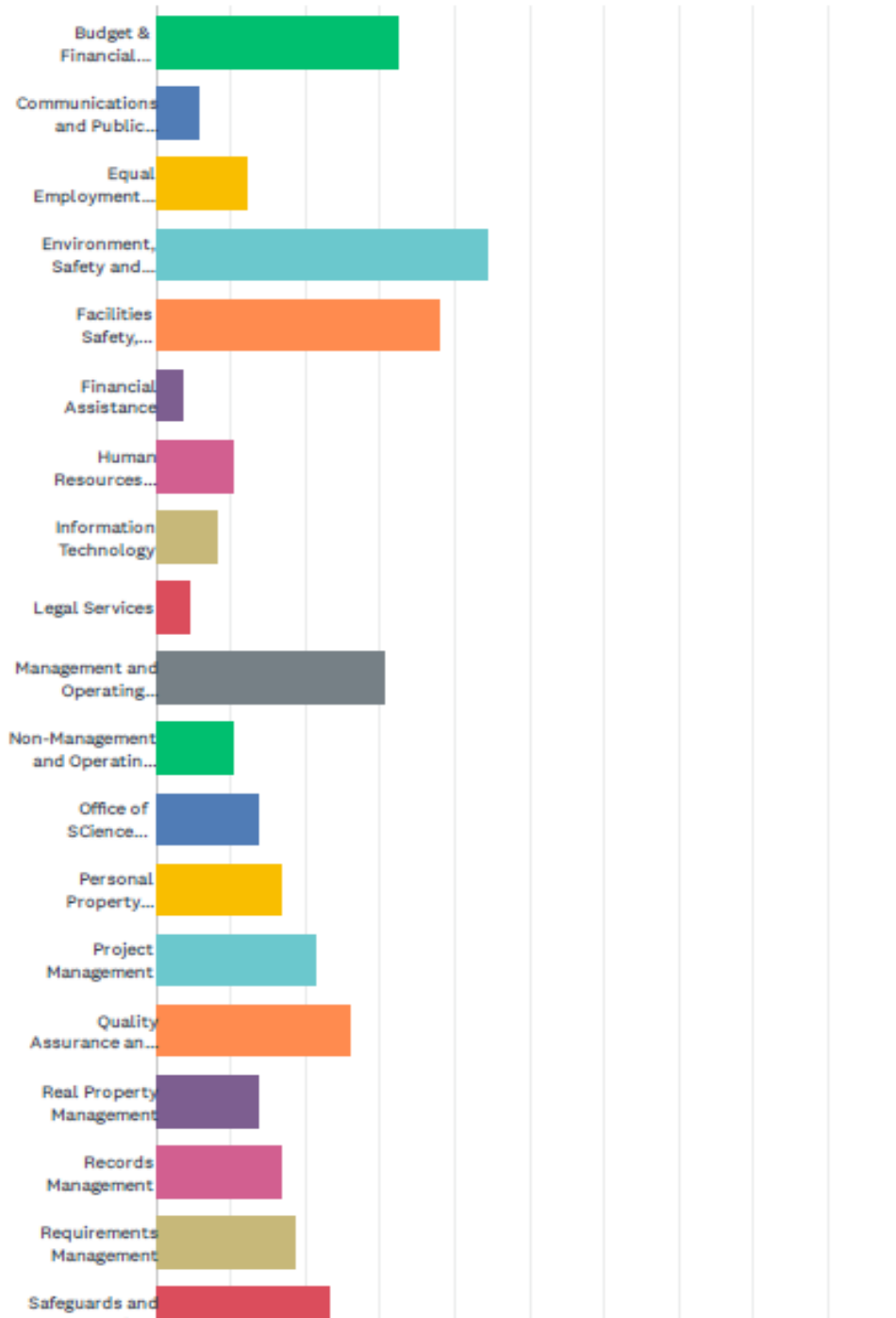
Answered: 92 Skipped: 20



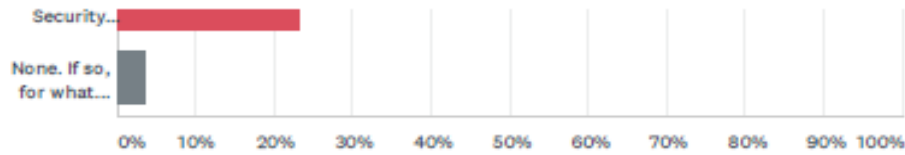
ANSWER CHOICES	RESPONSES
Very Frequently (almost daily)	4.35% 4
Frequently (every week)	13.04% 12
Somewhat Frequently (monthly)	39.13% 36
Infrequently (quarterly)	32.61% 30
Very Infrequently (annually or less)	10.87% 10
Total Respondents: 92	

Q6 Which portions of SCMS apply to your job? Check all that apply:

Answered: 108 Skipped: 4



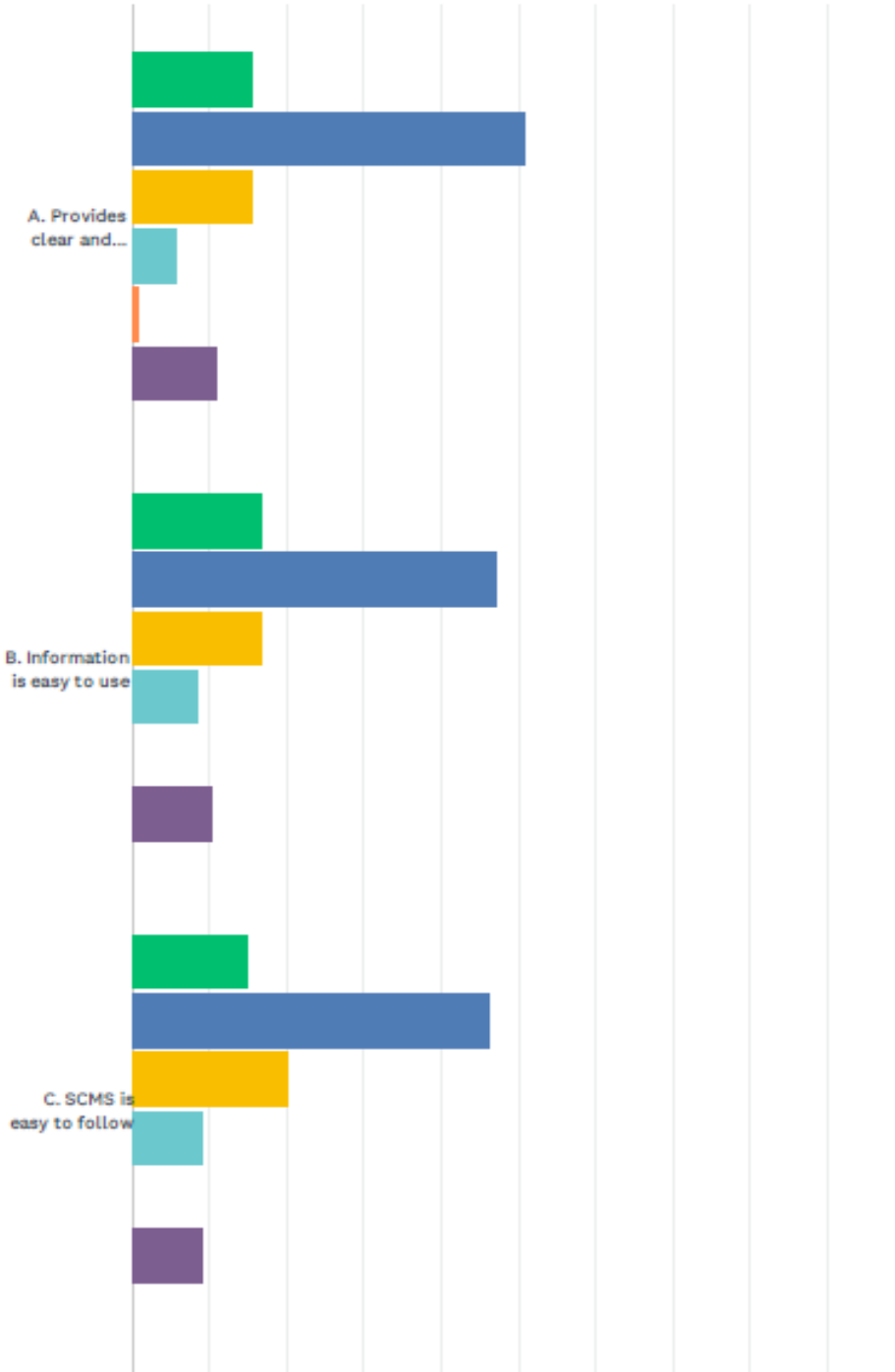
SCMS Functionality Review Survey R1



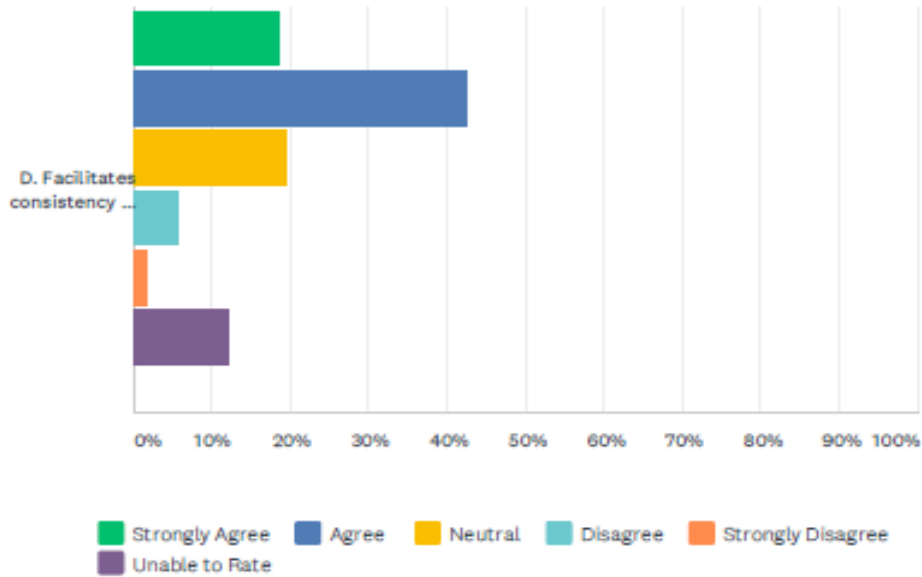
ANSWER CHOICES	RESPONSES
Budget & Financial Management	32.41% 35
Communications and Public Affairs	5.56% 6
Equal Employment Opportunity, Diversity and Inclusion	12.04% 13
Environment, Safety and Health	44.44% 48
Facilities Safety, Operations and Infrastructure	37.96% 41
Financial Assistance	3.70% 4
Human Resources Services	10.19% 11
Information Technology	8.33% 9
Legal Services	4.63% 5
Management and Operating Contracting	30.56% 33
Non-Management and Operating Contracting	10.19% 11
Office of Science Management System	13.89% 15
Personal Property Management	16.67% 18
Project Management	21.30% 23
Quality Assurance and Oversight	25.93% 28
Real Property Management	13.89% 15
Records Management	16.67% 18
Requirements Management	18.52% 20
Safeguards and Security Program and the Emergency Management System	23.15% 25
None. If so, for what functional area(s) should additional Management Systems be created that would apply to your job?	3.70% 4
Total Respondents: 108	

Q7 Please rate SCMS on the following attributes:

Answered: 108 Skipped: 4



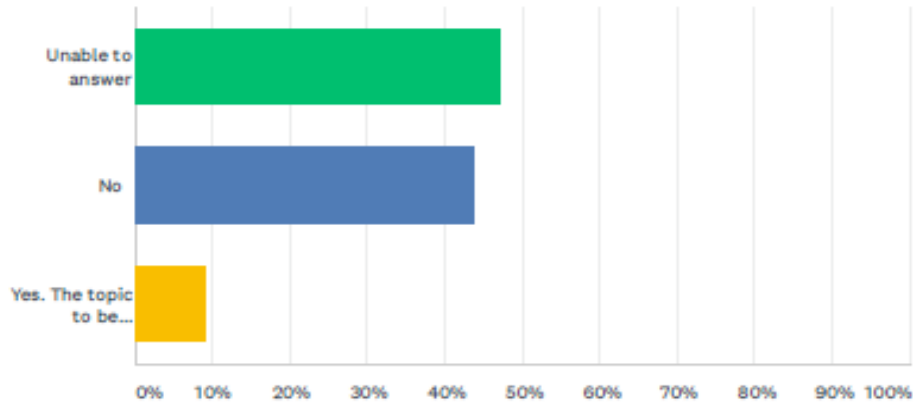
SCMS Functionality Review Survey R1



	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	UNABLE TO RATE	TOTAL	WEIGHTED AVERAGE
A. Provides clear and detailed guidance	15.74% 17	50.93% 55	15.74% 17	5.56% 6	0.93% 1	11.11% 12	108	2.58
B. Information is easy to use	16.98% 18	47.17% 50	16.98% 18	8.49% 9	0.00% 0	10.38% 11	106	2.58
C. SCMS is easy to follow	14.81% 16	46.30% 50	20.37% 22	9.26% 10	0.00% 0	9.26% 10	108	2.61
D. Facilitates consistency in the execution of Federal responsibilities and requirements	18.52% 20	42.59% 46	19.44% 21	5.56% 6	1.85% 2	12.04% 13	108	2.66

Q9 Do you believe there is a functional area/subject/topic that should be eliminated from SCMS?

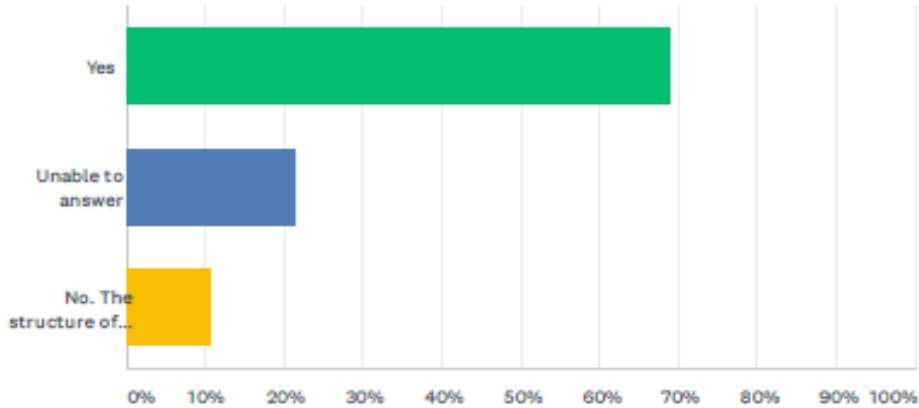
Answered: 112 Skipped: 0



ANSWER CHOICES	RESPONSES	
Unable to answer	47.32%	53
No	43.75%	49
Yes. The topic to be eliminated from SCMS and the reason why are:	8.93%	10
TOTAL		112

Q10 Do you find the current structure of SCMS, with each management system comprised of Subject Areas and Procedures, clear and easy to understand:

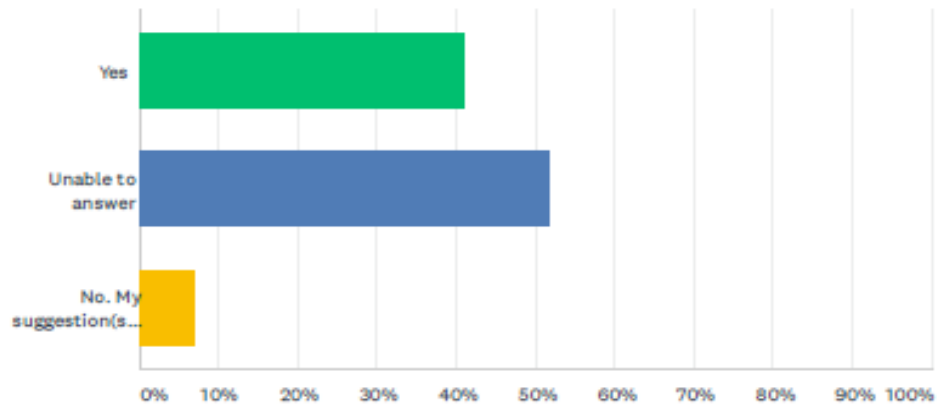
Answered: 112 Skipped: 0



ANSWER CHOICES	RESPONSES
Yes	68.75% 77
Unable to answer	21.43% 24
No. The structure of SCMS is not easy to understand. My suggestion(s) for improving the structure of SCMS is as follows:	10.71% 12
Total Respondents: 112	

Q11 Is the search feature on the new SCMS website adequate?

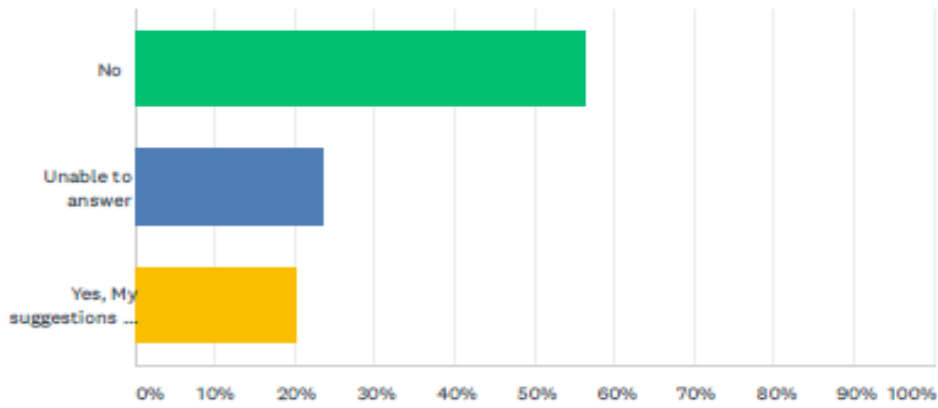
Answered: 112 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	41.07%	46
Unable to answer	51.79%	58
No. My suggestion(s) for improving the search feature for SCMS is as follows:	7.14%	8
TOTAL		112

Q12 Do you have any suggestions to enhance the effectiveness of the functionalities of SCMS?

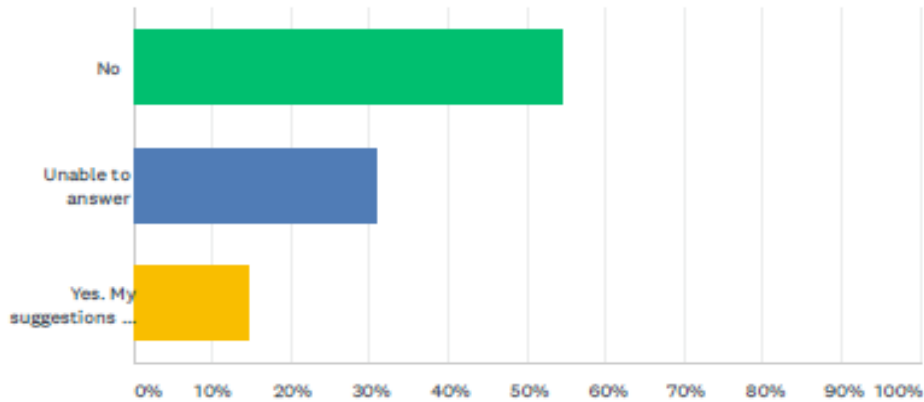
Answered: 110 Skipped: 2



ANSWER CHOICES	RESPONSES	
No	56.36%	62
Unable to answer	23.64%	26
Yes, My suggestions are as follows:	20.00%	22
TOTAL		110

Q13 Are there any features you would like to see added to the SCMS homepage, hyper links to other websites, or ideas to enhance its appearance?

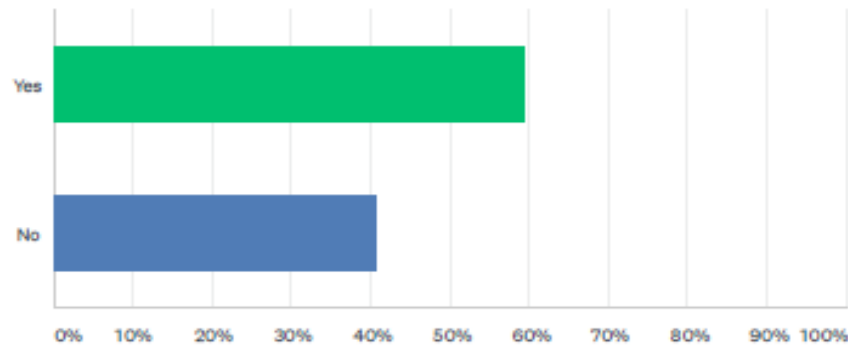
Answered: 110 Skipped: 2



ANSWER CHOICES	RESPONSES	
No	54.55%	60
Unable to answer	30.91%	34
Yes. My suggestions are as follows:	14.55%	16
TOTAL		110

Q14 Are you interested in attending online SCMS training? (This training could include how to use SCMS and changes/updates that have occurred.)

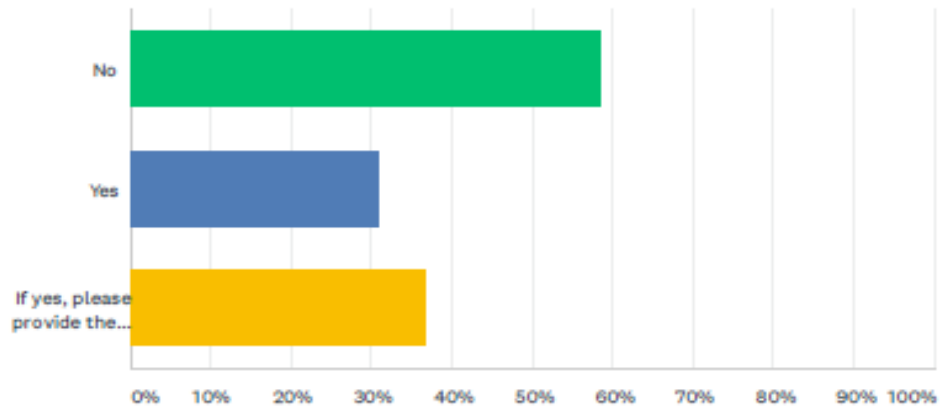
Answered: 111 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes	59.46%	66
No	40.54%	45
TOTAL		111

Q15 If you do not use SCMS or have not yet used it, is there an alternate electronic system that you use as a resource for regulation, requirements, processes, procedures, guidance, etc. upon which you rely in accomplishing your work?

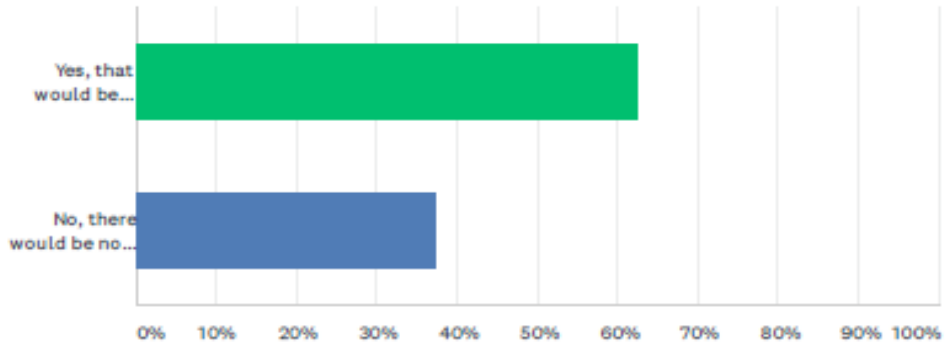
Answered: 84 Skipped: 28



ANSWER CHOICES	RESPONSES	
No	58.33%	49
Yes	30.95%	26
If yes, please provide the name or link of site	36.90%	31
Total Respondents: 84		

Q16 If you answered Yes to Q15, would you like to see this site hyper-linked to the SCMS Homepage for easy access?

Answered: 48 Skipped: 64



ANSWER CHOICES	RESPONSES	
Yes, that would be helpful.	62.50%	30
No, there would be no benefit to that.	37.50%	18
TOTAL		48

Q17 If you prefer to use an alternate electronic system similar to SCMS, which also provides requirements of your work areas, please explain what features/characteristics make the alternative system your preferred choice.

Answered: 22 Skipped: 90

Appendix C8 – SCMS Survey Data Analysis

Objectives:

The SCMS Survey yielded the following results:

- Q8 - 5% want a new topic added to SCMS
- Q9 - 9% think a topic should be removed from SCMS
- Q10 - 11% think the structure of SCMS is not easy to understand
- Q11 - 7% have suggestions for improving the search feature
- Q12 - 20% have suggestions for improving SCMS functionality
- Q13 - 15% have suggestions for new features to be added to SCMS
- Q15 - 37% use another resource instead of SCMS
- Q17 - Why they choose to use those alternative systems instead of SCMS

To enable the focus group sub-team to augment their evaluation of the information that was gathered from the focus group participants, it would helpful to see the actual comments from the SCMS Survey that went with the above questions.

Also, the following information in conjunction with the respondent that provided each comment could provide interesting insights:

1. The actual number of respondents represented by the %. The response rate was so low in comparison to the population of SC that I want to make sure people understand that when we talk about 5%, we are likely talking about less than 5 people out of an SC population of 831.
2. If possible, identify the SC organization that the respondent making the comment came from.
3. If possible, identify whether the respondent making the comment self-identified as an SCMS user or SCMS non-user
4. If possible, identify what SCMS MS(s) the respondent selected as those they used in performing their job

5% want a new topic added to SCMS

Question #8 - Do you believe there is a SC federal functional area(s) that is missing and needs to be addressed in SCMS

No	53.64%	59 responses
Unable to Answer	40.91%	45 responses
Yes, and I suggest . . .	5.45%	6 responses

Comments from Survey:

- **User; Field; B&FM, ES&H, FSO&I, M&O, PM, RPM, RM** - Many of the procedures and policies are out of date.
- **User; Field; B&FM, ES&H, FSO&I**, - Under Environmental Authorization, EO 12114 should be addressed. This is and presidential executive order that establishes NEPA-like requirements for DOE work outside the United States.
- **User; CSC; ES&H, SS&EMS** - Risk Management- What criteria for Graded/Value Based Approach
- **User; CSC; ES&H, FSO&I, PPM, QA&O** - Export Control and High Risk for Financial Awardees
- **User; CSC; Comm&PA, ES&H, Office SCMS, RM, RequiMgmt** - There were also 2 Management Systems that could be valuable to add. One on Strategic Planning would be very beneficial to add to SCMS but would require a new MSO to manage. The other, Scientific User Facilities, could be part of the new Program Management MS, if it is decided to include it bring together better SC Fed and SC Contractor Lab and their functioning together. However, possibly what is addressed in it needs to be covered through the Contractor Assurance System portions of SCMS. These are both solid ideas that would be beneficial.
- **User; Field; B&FM; M&O** - Purchase cards - to maintain consistency in meeting federal/agency requirements

9% think a topic should be removed from SCMS

Question #9 - Do you believe there is a functional area/subject/topic that should be eliminated from SCMS?

Unable to Answer	47.32%	53 responses
No	43.75%	49 responses
Yes, and I suggest . . .	8.93%	10 responses

Comments from Survey:

- **User; Field; M&O** - M&O Contractors in DC. DOEO 350.B has been cancelled.
- **User; Field; ES&H, FSO&I, M&O, Office SCMS, PPM, QA&O, RM, SS&EMS** - Need to combine several functions.
- **User; Field; B&FM, EEO, ES&H, FSO&I, PM, QA&O, RPM** - EEO, Diversity and Inclusion because those are extremely important and need to be consistent across the DOE
- **User; CSC; Non, M&O** - Non-M&O Contracting
- **User; CSC; ES&H, FSO&I, HRS, M&O, Non-M&O, Office SCMS, QA&O, RM, RequiMgmt, SS&EMS** - Human Resources since it's no longer an SC function
- **User; CSC; ES&H, FSO&I, Office SCMS, QA&O, RM, RequiMgmt** - If GC no longer reports to SC, their work should not be covered by SCMS.

- **Non-User; CSC; Comm&PA, EEO, ES&H, FA, Non-M&O, PPM, RM, SS&EMS** - FA. It is duplicative of existing policy guidance and regulations.
- **User; Field; FSO&I, QA&O** - Procedures in Facility Safety, Operations, and Infrastructure that cover assessments of an area, but are no different from Order/Standard/Guidance are duplicative e.g. NMMP.
- **User; Field; Comm&PA, HRS, Non-M&O, PPM, RPM, RM, RequMgmt** - IT. The fundamental reason for establishing SCMS, all the way back to the early days of 2007/08 when we started to build the system, was to establish a consistent way of doing business across SC. The entity charged with carrying out IT operations for SC is OITS and it is managed and operated from SC HQ. I'm pretty familiar with the operation so unless I'm missing something, there are no other locations in the federal realm of SC that perform IT operations. Assuming that remains the case, and after reviewing the current IT MS, those processes and procedures appear to only apply to the OITS organization. OITS has a portal that is readily available to SC IT users that contains a wide range of information and service prompts. This Portal could easily contain any of the information presently found in the IT MS of SCMS. Eliminate the MS from SCMS as it does not align with the reasons we established SCMS 12-13 years ago. Those reasons are still underlying drivers.
- **User; no Org shown; B&FM, EEO, ES&H, FSO&I, M&O, Office SCMS, PPM, PM, QA&O, RM, SS&EMS** - areas not managed by SC and areas not implemented by the field or SC-4

11% think the structure of SCMS is not easy to understand

Question #10 - Do you find the current structure of SCMS, with each management system comprised of Subject Areas and Procedures, clear and easy to understand:

Yes	68.75%	77 responses
Unable to answer	23.42%	24 responses
No, and I suggest . . .	10.71%	12 responses

Comments from Survey:

- **User; Field; ES&H, FSO&I, M&O, Office SCMS, PPM, QA&O, RM, SS&EMS** - Need to combine some functions to make it easy to manage mgmt. systems.
- **User; Field; B&FM, FA< M&O, PPM, RPM, RequMgmt** - There are functions under FA that also fall under M&O Contracting. I think there should be a reference or link to either area. (i.e. Funds in/Funds out - Interagency Agreements)
- **User; CSC; ES&H, SS&EMS** - Improving Functional Search Methods
- **Non-User; CSC; SS&EMS** - Should be a wiki with a search field, easier to update if anyone actually uses it.
- **User; CSC; ES&H, FSO&I** - Not all sites are using SCMS and they don't they are required to.

- **User, CSC, ES&H, QA&O** - structure in more liking to DOE Orders, Guides, Manuals, and Handbooks
- **User/Non-User; CSC; no MSs listed** - On the homepage if I am searching for something (that I don't know what it is called) I have to open every topic to see what is inside.
- **User; HQ; ES&H, FSO&I, Office SCMS, PPM, PM, QA&O, RequMgmt** - Each MS has tiers of subordinate protocols, procedures and exhibits. It would be very helpful for each MS to have a "one click" table of contents" that depicts a hierarchy all MS contents and their relationship. This would immediately provide a perspective of all in the MS and enable one to go directly instead of having to scroll through a variety of documents and a high number of hyperlinks.
- **User; HQ; ES&H, FSO&I** - The structure isn't the problem. The issue is being able to reference individual steps when writing a document. Writing out what step you used as a reference can be very long if you have to specify which MS and SA and Procedure and step
- **User; HQ, FSO&I** - The numbering system is confusing in that each MS has the same numbers for different procedures. It is difficult to reference documents from SCMS in reports.
- **User; Field; ES&H, FSO&I, QA&O, SS&EMS** - The subject area content menu on the left-hand margin should identify the title of each exhibit, and not just exhibit 1, 2, 3. In its current structure you have to open it up to know what's inside.
- **User; no Org shown;** - search is my friend as this doesn't seem logical or order aligned [what is this?]

7% have suggestions for improving the search feature

Question #11 - Is the search feature on the new SCMS website adequate?

Yes	41.07%	46 responses
Unable to Answer	51.79%	58 responses
No, and I suggest . . .	23.42%	8 responses

Comments from Survey:

- **User; Field; ES&H, FSO&I, SS&EMS** - make it searchable
- **User; Field; B&FM, FA, M&O, PPM, RPM, RequMgmt** - Should be made searchable by key words in case the person is not sure what subject area it falls under.
- **User; CSC; ES&H, SS&EMS** - See #10
- **Non-User; CSC; SS&EMS** - still couldn't find document(s)

- **User; CSC; ES&H, FSO&I, Office SCMS, PM, QA&O, RM, RequMgmt** - found a search function for the Office of Science, but not specifically for SCMS
- **User; CSC; Comm&PA, ES&H, Office SCMS, RM, RequMgmt** - I would like for it to have a deeper dive, but it is fairly similar to the google search that was previously in SCMS.
- **User; HQ; ES&H, FSO&I, Office SCMS, PPM, PM, QA&O, RequMgmt** - I could not find a search feature that worked
- **User; no Org shown; B&FM, ES&H, FSO&I, M&O, RPM, RequMgmt** - more advanced options to narrow; smart logic; recall last 10 and search of what has changed

20% have suggestions for improving SCMS functionality

Question #12 - Do you have any suggestions to enhance the effectiveness of the functionalities of SCMS?

No	56.36%	62 responses
Unable to Answer	23.64%	26 responses
Yes, and I suggest . . .	20.00%	22 responses

Comments from Survey:

- **User; Field; M&O** - Make sure SCMS is updated to comply with requirements.
- **User; Field; ES&H, FSO&I** - The new format is much easier to navigate than the "o drive" (or whatever drive it was formally on) that was cumbersome to deal with.
- **User; HQ; B&FM, PM** - Make sure the information is up to date
- **User; Field; ES&H, FSO&I, M&O, Office SCMS, PPM, QA&O, RM, SS&EM** - See 11 above.
- **User; Field; B&FM, EEO, ES&H, FSO&I, IT, M&O, Office SCMS, PPM, QA&O, RM, RequMgmt** - give us a little more time with it. Not deployed sufficiently long to form an informed opinion
- **User; Field; B&FM, FA, M&O, PPM, RPM, RequMgmt** - Sometimes I find it hard on who is who when it comes to roles and responsibility. perhaps a one-chart of all the organization. E.g. who is the "Heads of Departmental Elements"
- **User; CSC; ES&H, SS&EMS** - Make it more user friendly, 2) Better marketing to intended audience
- **Non-User; CSC; SS&EMS** - Just create a wiki.

- **User; CSC; ES&H, FSO&I, HRS, M&O, Non M&O, Office SCMS, QA&O, RM, RequiMgmt, SS&EMS** - Quality Control of the MS content against the requirements - what's missing and what are requirements created by the authors
- **User; CSC; ES&H, QA&O** - It is critical to have the right SMEs responsible for each subject area and sub-tier document. Establish criteria to be a POC.
- **User; CSC; ES&H; FSO&I, PPM, QA&O** - Get the Site Offices staff to actually use it -despite what some poorly informed Site Office Manager claim
- **Non-User; CSC; B&FM** - I was involved with the original standup of SCMS more than a decade ago. From a Budget and Financial Mgmt area, it was very high-level data we added to get things going. It is much too high level in most subject areas to be useful. We have detailed desk procedures for our staff that is much more helpful to us.
- **User; CSC; ES&H, FSO&I, Office SCMS, PM, QA&O, RM, RequiMgmt** - my suggestions have been well-documented
- **User; CSC; Comm&PA, ES&H, Office SCMS, RM, RequiMgmt** - Yes, I would like to bring some of the past functions, but Sitecore is not capable to handling those because it is only a Content Repository or basically a library. It has no true functionality except for clicking and reading. A streamlined RDR process, and Review and Comment Process, a Response Process, and beneficial reports process, etc.
- **User; HQ; ES&H, FSO&I, Office SCMS, PPM, PM, QA&O, RequiMgmt** - see 11
- **User; HQ; ES&H, FSO&I** - The ability to update all references to an updated standard at one time
- **User; Other; B&FM, EEO, ES&H, FA, Legal, M&O, PPM** - It's not clear whether SCMS is mandatory or to be used as a guideline.
- **User; Field; B&FM, M&O** - Consider implementing a commercial third-party procedure management application
- **User; Field; B&FM, EEO, ES&H, FSO&I, IT, Legal, M&O, Office SCMS, PM, QA&O, RM, SS&EMS** - Make it as easy customer user friendly as possible and information being searchable like goggle
- **User; Field; ES&H, FSO&I** - Radiation Safety has the Directive Listed but has no procedures. Procedures are needed to clarify how to follow/interpret Directives that are complex
- **User; Field; FSO&I, M&O** - I am new to my position in the Office of Science and need more runtime before I can provide constructive input.
- **User; no Org shown; B&FM, EEO, ES&H, FSO&I, M&O, Office SCMS, PPM, PM, QA&O, RPM, RM, RequiMgmt** - Make it clearer what are the Contractor requirements and also the Site Office requirements.

15% have suggestions for new features to be added to SCMS

Question #13 - Are there features you want added to the SCMS homepage, hyper links to other websites, or ideas to enhance its appearance?

No	54.55%	60 responses
Unable to Answer	30.91%	34 responses
Yes, and I suggest . . .	14.55%	16 responses

Comments from Survey:

- **User; Field; ES&H, FSO&I, M&O, Office SCMS, PPM, QA&O, RM, SS&EMS** - Employee training should be required at least every two years. Refresher is necessary.
- **User; Field; ES&H, FSO&I, SS&EMS**- searchable and up to date information
- **User; Field; B&FM, HRS, IT, M&O, SS&EMS** - Sometimes I find it hard on who is who when it comes to roles and responsibility. perhaps a one-chart of all the organization. E.g. who is the "Heads of Departmental Elements"
- **User; Field; B&FM, FA, M&O, PPM, RPM, RequMgmt** - Hyper links to other website, searchable by keywords
- **User; CSC; SS&EMS** - It would be helpful if there were current hyperlinks to reliable sources of information.
- **Non-User; CSC; SS&EMS** - Use counters to determine use. The amount of effort that goes into this may not warrant its use.
- **Non-User; CSC; SS&EMS** - OPSEC SharePoint
- **User; CSC; ES&H, QA&O** - An applicability and enforcement statement(s)
- **User; CSC; B&FM** - Financial management handbook
- **User; CSC; ES&H, QA&O, RM** - Links to similar management systems that have been implemented by other program offices
- **User; CSC; ES&H, FSO&I, QA&O** - Hyperlinks should work. Today, the ones that direct you to somewhere outside SCMS do not work.
- **User; CSC; Comm&PA, ES&H, Office SCMS, RM, RequMgmt** - The left bar menu needs to be expanded to include more with easier loading of them. It would be good if it linked to the CSC and HQ Gateways and to the SC webpages. It should be a one stop shop to get to everything Science.
- **User; Field; B&FM, EEO, M&O, Non-M&O, PPM, PM, RPM, RequMgmt** - I would like to see the current and archived delegations come back, as well as link to where I can access the directive management group control forms. Thanks!
- **User; Field; FS&O, QA&O** - links to procedure resources
- **User; Field; B&FM, M&O** - Most commercial third-party procedure management applications have features that automate institutionalization (training, updates, formatting, etc.)
- **User; no Org shown; B&FM, EEO, ES&H, FSO&I, M&O, Office SCMS, PPM, PM, QA&O, RM, SS&EMS** - running log of changes w/ summary

37% use another resource instead of SCMS

Question #15 - If you do not use SCMS or have not yet used it, is there an alternate electronic system that you use as a resource for regulation, requirements, processes, procedures, guidance, etc. upon which you rely in accomplishing your work?

No	58.33%	49 responses
Yes	30.95%	26 responses
Yes, and I suggest . . .	36.90%	31 responses

Comments from Survey:

- **Non-User; Field; FSO&I, Office SCMS, PM, QA&O, RPM** - CFR, DEAR, CPARS,
- **User; Field; ES&H, FSO&I** - ANL contract
- **User; Field; M&O** - Acquisition Guide, FARsite, CFR via Cornell
- **Non-User; Field; no MSs listed** - CFR, DEAR, CPARS,
- **User; Field; PM** - DOE Directives, Google
- **User; Field; B&FM, EEO, ES&H, FSO&I, PM QA&O, RPM** - The actual policies and orders go a long way.
- **Non-User; CSC; Non-M&O** - <https://www.energy.gov/management/downloads/department-energy-acquisition-guide>
- **User; CSC; ES&H, SS&EMS** - National Codes & Standards, NFPA, SFPE, ASME, DOE Orders
- **Non-User; CSC; SS&EMS** - the internet or people responsible for the information I am seeking
- **User; CSC; ES&H, FSO&I** - directives.doe.gov
- **User; CSC; B&FM** - financial management handbook
- **Non-User; CSC; B&FM** - I go directly to the directives or the emails provided by CFO or Science
- **Non-User; CSC; no MSs listed** - search the subject in google
- **Non-User; CSC; B&FM** - There are many, but DOE Financial Handbook is helpful.
- **Non-User; CSC; B&FM, M&O** - DOE Financial Management Handbook; DOE Orders
- **Non-User; CSC; no MSs listed** - STARS, STRIPES, PAMS, FDS, CPS, BI/IDW, etc.

- **User; CSC; ES&H, FSO&I** - DOE Directives website
- **Non-User; CSC; no MSs listed** - <https://prod-intranet.osc.doe.gov/depts/CHhome/Gateway/default.aspx>
- **Non-User; CSC; Comm&PA, EEO, ES&H, FA, Non-M&O, PPM, RM, SS&EMS** - OMB Max; Acquisition Answers; SharePoint. There are many sites that I use for many reasons, but I use SCMS very often.
- **User; CSC; Comm&PA, ES&H, Office SCMS, RM, Requ Mgmt** - There are many sites that I use for many reasons, but I use SCMS very often. The other systems could be linked into SCMS as a click and switch from the applicable and related functional area.
- **Non-User; CSC; Legal Services** - multiple online resources
- **User; Field; B&FM, EEO, M&O, Non-M&O, PPM, PM, RPM, RequMgmt** - MA Acquisition Answers site on OMB Max
- **Non-User; Other; B&FM, IT, Non-M&O, PPM, PM, RM** - DOE.GOV
- **User; Field; B&FM, M&O** - DOE Financial Management Handbook
- **User; Field; B&FM, ES&H, FSO&I, M&O, Office SCMS, PM, QA&O, RequMgmt, SS&EMS** - doe directives
- **Non-User; Field; ES&H** - DOE standards, directives website.
- **User; Field; Comm&PA, EEO, HRS, RequMgmt** - PowerPedia has more branding / logo guidance than Comms/PA SCMS subject area
- **Non-User; Field; Non-M&O, PM, RequMgmt** - www.directives.doe.gov
- **Non-User; Field; M&O, PPM, SS&EMS** - Acquisition.gov, DOE Policy management sites
- **User; Field; M&O, Non-M&O** - FAR, DEAR, DOE Acquisition Guide, DOE Acquisition Answers, SC M&O Procurement Policy, DOE Directives, DOE Acquisition Letters, DOE Policy Flashes
- **User; no Org shown; B&FM, ES&H, FSO&I, M&O, RPM, RequMgmt** - M&O policy system is separate; CSC has separate policies; site offices have separate policies that should be linked

Why they choose to use those alternative systems instead of SCMS

Question #17 - If you prefer to use an alternate electronic system similar to SCMS, which also provides requirements of your work areas, please explain what features/characteristics make the alternative system your preferred choice.

Open-Ended Response
Comments from Survey:

- **User; Field; M&O** - I probably would like to either participate in SCMS training and/or familiarize myself with SCMS more before being able to assess the application of SCMS to my daily tasks.
- **User; HQ; B&FM, PM** - The information needs to be up to date and complete. The PM information has not been updated in a while.
- **User; HQ; no MSs listed** - Why do we have this system? It is utilized adequately to justify its existence.
- **User; Field; ES&H, FSO&I, M&O, Office SCMS, PPM, QA&O, RM, SS&EMs** - Access to the actual orders and policies are required in most cases. SCMS helps to understand their definitions and implementation.
- **User; CSC; ES&H, SS&EMS** - More current & up-to-date.
- **Non-User; CSC; SS&EMS** - unformatted searchable data. This was created as someone's pet peeve and most of us were forced to provide info for it. I just searched for a task and it was located within a separate task as Procedure 5 (badging). Access Authorizations and getting a credential are not related, at least to my knowledge. What I searched for should have been in its own section. Why I don't use it. Whatever is submitted usually gets water downed so much that the information with the detail you want is with the SMEs anyway.
- **Non-User; CSC; B&FM** - The directives are the actual authority. SCMS is too high level to help much, at least in the Budget and Financial Management subject area. I really don't see a purpose for this system.
- **Non-User; CSC; ES&H, FSO&I** - The primary reason I don't use SCMS is because my customers prefer that I follow a process that is not in-line with SCMS procedures.
- **Non-User; CSC; no MSs listed** - I prefer the structure of the CH gateway to access documents.
- **Non-User; CSC; Comm&PA, EEO, ES&H, FA, Non-M&O, PPM, RM, SS&EMS** - Alternative system is more up to date, easier to use, reliable.
- **User; CSC; Comm&PA, ES&H, Office SCMS, RM, RequMgmt** - I don't. SCMS was created with great rationale behind it. It is a great system and brings you everything that Science has to follow. It is worthwhile to continue to make it better and use it often and expand it to include more functional areas that touch on everyone's work in Science.
- **User; HQ; ES&H, FSO&, Office SCMS, PPM, PM, QA&O, RequMgmt** - SCMS contains a huge amount of specifications, requirements, etc. It appears to grow in volume regularly - becoming pretty bureaucratic and I would assume difficult to maintain current. I suspect that many SC staff do not really use SCMS to perform their work.
- **User; Field; PM** - The Office of Project Assessment has a website that has good information for SC projects.
- **Non-User; Field; Non-M&O, PM, RequMgmt** - It isn't preferred. Had not heard about SCMS before receiving this survey.
- **User; Field; B&FM, EEO, ES&H, FSO&I, IT, Legal Services, M&O, Office SCMS, PM, QA&O, RPM, RM, RequMgmt** - No, please do keep SCMC as is, but make it user friendly by info being searchable like goggle

Appendix D Detailed Breakouts from the Benchmarked Crosswalks

FEDERAL OFFICE OF SCIENCE MANAGEMENT SYSTEM (SCMS) CROSSWALK TO CONTRACTOR LABS MANAGEMENT SYSTEMS AT BROOKHAVEN NATIONAL LAB, OAK RIDGE NATIONAL LAB, PACIFIC NORTHWEST NATIONAL LAB, ARGONNE NATIONAL LAB, FERMI NATIONAL LAB, AND SLAC LAB

SCMS MANAGEMENT SYSTEMS (SCMS) (Procedures Shown After SAs)	BNL SBMS (by MS & SAs, Procedures not included)	ORNL SBMS (by MS & SAs, Procedures not included)	PNNL HDI/M&O PROGRAMS (by MS & SAs, Procedures included)	ANL LMS (by MS & Scope)	FNAL GMS (by MS and MS topics only, NOT SAs. In same format as SCMS)	SLAC MS (by MS)	Lab Management Systems Areas NOT COVERED In SCMS (all not needed)
OFFICE OF SCIENCE MANAGEMENT SYSTEM (umbrella)	[STANDARDS BASED MANAGEMENT SYSTEM (SBMS)]	[STANDARDS BASED MANAGEMENT SYSTEM (SBMS)]	[HOW DO I? (HDI) [Has multiple Program Descriptions on Various Topics]	GOVERNANCE	GOVERNANCE MANAGEMENT SYSTEM (GMS) (umbrella)	CHIEF OPERATING OFFICER STRATEGIC PLANNING	
BUDGET AND FINANCIAL MANAGEMENT	FINANCIAL MANAGEMENT	ACQUISITION MANAGEMENT FINANCIAL MANAGEMENT INTEGRATED PERFORMANCE MANAGEMENT	ACQUISITIONS FUNDING AND BILLING ACCOUNTING AND COST ALLOCATION PRICING OFFICE OF AUDIT SERVICES TIME, BILLING, TRAVEL	FINANCIAL MANAGEMENT	FINANCE	OFFICE OF THE CHIEF FINANCIAL OFFICER (OCFO)	
Accounting			FUNDING AND BILLING			Financial Management and Services	
1. Preparing Financial Statement Analyses and Footnote Disclosures		Funds Control	Establish Anticipatory Authorization		Accounting		
2. Processing Month-End Closing Activities	Conference Management		TIME BILLING AND TRAVEL Conference Management Foreign Travel Payroll, Travel Management, Time Billing	Close Books Monthly	Payroll Accounts Payable General Accounting Ledger Management		Conference Management (only covered by Guideline in SCMS)
3. Processing Payments	Domestic Travel	Charging Expenses	ACCOUNTING AND COST ALLOCATION	Pay Vendors	Fixed Asset Accounting Inventory Accounting		P-Card Program (also noted in NON-MOC)
4. Processing Payroll	Time Reporting	Compensation	Cost Accounting, Capital Assets Costs, Subcontract Costs		Treasury Cost Accounting		

MANAGEMENT SYSTEMS: BOLD & CAPPED

Subject Areas: Bold

Procedures: Standard

Color Codes: By SCMS MS first then ALL Related Lab MSs

Related Lab MSs: (1) Noted within each Site Column; with (2) SCMS MS color

Lab Management Systems Reviewed: (1) Brookhaven National Lab, (2) Oak Ridge National Lab, (3) Pacific Northwest National Lab; (3) Argonne National Lab, (4) Fermi National Lab, and (6) SLAC National Lab.

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5. Processing Travel	Foreign Travel	Travel-Domestic Foreign Travel	Financial Manual-Auditing, Insurance, Tax, Activities, Revenue,		Foreign Travel		Foreign Travel (covered in SCMS only to Foreign Nationals)
6. RESERVED	Proposal Process		Financial Manual-, Project Administration, Work Authorizations		Accounts Receivable		
7. Recording Cost Accruals, Cost Management Reports, and Grants			Stars, Treasury, Unbilled Costs, PeopleSoft, Project Analysis, Rates, Ledger	Monitor Spending and Encumbrances	Sponsored Programs & Corporate Accounting		
8. Processing STARS Access Requests, Appropriation Recasts, and Cost Credits	Reimbursement Request and Cashing of Checks	Non-Procurement Payment Requests	Indirect Funds Management and Authorization		Accounts Receivable Work for Other Administration		
9. Managing Letter of Credit Processes			Performance Reporting and Forecasting		Corporate Parenting Accounting		
10. RESERVED			ACQUISITIONS		Corporate Parent Accounting		
11. Preparing Management Representation Letter			Cost Accounting		Work For Others Administration		
Budget		Funds Control	Budget Formulation		Budget		
1. Certifying and Distributing Funds	Budget Manual		Corporate Allocation Performance Point Development & Analysis	Budget for Direct and Indirect Funded Programs	Funds Control		
2. Executing, Analyzing, and Reporting the Budget	Budget Submission Process		PRICING Proposal Pricing, P-Card Account Rate Development	Financial Status Monthly to DOE and Laboratory Organizations	Budget Execution Indirect Rate-Setting		Indirect Rate-Setting
3. Managing Program Direction Funds			Funds Control & Work Authorization		Travel Foreign and Domestic		
4. Managing Capital Budgeting			Budget Execution Business Analysis Reporting				
5. Formulating the Budget			Project Early Warning System		Budget Formulation		
6. Processing a Payment In Lieu of Taxes (PILT) Request		Non-Procurement Payment Requests	Proposal Pricing System Rate Processor				

MANAGEMENT SYSTEMS: BOLD & CAPPED

Subject Areas: **Bold**

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Evaluation and Review of Financial Management		Audits and Assessments	OFFICE OF AUDIT SERVICES				
1. Complying with Federal Managers' Financial Integrity Act (FMFIA) and U.S. Office of Management and Budget (OMB) Circular A-123 for Financial and Non-Fictional Controls			IA Implementation Design Plan Internal Investigative Reviews Office of Audit Services Charter				
2. Preparing Contractor Internal Audit Oversight Plan			Office of Audit Services Process Maps and Users		Internal Controls		
3. Coordinating External Audit/Inspection			Office of Audit Services Quality Assurance and Improvement Program				
4. Developing and Maintaining Multi-Year Assessment Plan			Integrated investigations Committee Charter				
5. Performing Cost/Price Analysis			Scientific Misconduct Litigation Mgmt. Plan				
6. Preparing and Conducting Financial Management and Special Reviews			OGC Internal Processes OGC M&O Program Description				
7. Initiating and Coordinating Contract Closeouts							
8. Coordinating Assist Audits							
9. Reviewing Cost Accounting Standards Disclosure Statements							
COMMUNICATIONS AND PUBLIC AFFAIRS	COMMUNICATIONS, GOVERNMENT, COMMUNITY RELATIONS AND EDUCATION	COMMUNICATIONS	COMMUNICATIONS AND MARKETING CONTRACTOR ASSURANCE ENVIRONMENTAL MANAGEMENT	COMMUNICATIONS	STAKEHOLDER RELATIONS & COMMUNICATIONS	COMMUNICATIONS	

MANAGEMENT SYSTEMS: BOLD & CAPPED

Subject Areas: **Bold**

Procedures: Standard

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Community Relations and Public Involvement	Community Involvement and Communications in Laboratory Decision-Making	Public Relations					
1. Establishing and Developing Relationships with Public and Private Sector Stakeholders			Education Community and Regional Outreach Community Relations	Develop Communications Strategy and Planning at Institutional and Local Levels	Stakeholder Relations		
2. Developing & Implementing a Public Involvement Plan			Economic Development				
3. Conducting Public Activities			Deliver Information Product				
4. Responding to Public Inquiries							
5. Establishing and Maintaining a Physical, Digital, or Web-based Public Reading Rooms and Facilities	Web Communications		Digital Resource Center				
6. Maintaining Information Security			Manage Information				
7. Coordinating National Meetings							
Congressional and Intergovernmental Affairs	Lobbying and Political Activity	Legal Inquiries and Subpoenas					
1. Identification of Witnesses and Preparation and Coordination of Testimony and Questions for the Record within the U.S. Department of Energy Offices and External Agencies							Lab Systems have little on Congressional and Intergovernmental Affairs
2. Announcing Significant Activities or Visits to Congressional and Intergovernmental Offices							

MANAGEMENT SYSTEMS: BOLD & CAPPED

Subject Areas: **Bold**

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3. Announcing Management and Operating (M&O) Contracts and Financial Assistance Grants to Congressional and Intergovernmental Offices							
4. Answering Informal Congressional and Intergovernmental Inquiries							
5. Handling All Congressional Letters Addressed to or Assigned to the Office of Science; and All Correspondence Labeled as "Essential Critical"							
6. Protocol for Visits by Elected Officials and Staff							
7. Protocol for Visits by Declared Candidates Running for Office							
8. Interfacing with Management and Operating (M&O) Contractors Coordinating Congressional and Intergovernmental Affairs							
9. Coordinating VIP Visits							
Coordinating Special Events			Deliver Information Product				
1. Planning and Coordinating Ceremonies							
2. Coordinating a Major Facility/Infrastructure Construction Event							

MANAGEMENT SYSTEMS: BOLD & CAPPED

Subject Areas: Bold

Procedures: Standard

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3. Coordinating Field Office-Specific Events			Crisis Communications				
Internal Communications		Internal Communications	ENVIRONMENTAL MANAGEMENT		Internal Communication		
1. Preparing Notices and Announcements for SC-wide Distribution		Signage and Displays	Environmental Communications		Management System Integration		Management System Integration
2. Preparing Notices and Announcements at SC Field Level							FNAL Team meets regularly with MSOs as part of the MSI above. This would be beneficial to SCMS.
3. Preparing and Distributing Newsletters		Printing and Duplicating Services					
4. Coordinating All-Hands Meetings							
5. Establishing and Maintaining Internal Web Sites		Logos and Branding	Website Review, Available Technologies Website (multiple ones)				
6. Conducting Employee Surveys			Internal Websites				
Media Relations and Public Communications Coordination			Deliver Information Product	Executing Communications	Publications and External Media		
1. Managing Media Relations and Public Communications Coordination			Information Releases News Speakers Bureau				
Public Information			Deliver Information Product				
1. Obtaining Advance Clearances on Oral, Written, and Audiovisual Information Material			Information System Business Systems Communications Website				

MANAGEMENT SYSTEMS: BOLD & CAPPED

Subject Areas: **Bold**

Procedures: Standard

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2. Updating, Maintaining, and Coordinating SC Web Content			Manage Information Manage Multiple Webs				
Support for Contracting Officers Oversight and Performance Management of Contractor Communications and Related Activities							
1. Providing Public Affairs Support in Developing the Annual Management and Operating (M&O) Contractor Performance Evaluation and Measurement Plan (PEMP), and Monitoring, Assessing and Evaluating Contractor Communications Performance			Performance Evaluation and Measurement Plan (PEMP)				
2. Implementing DEAR 952.204-75: "Public Affairs (Dec 2000)" Requirements for Management and Operating (M&O) Contractor Communications Activities							

MANAGEMENT SYSTEMS: BOLD & CAPPED

Subject Areas: **Bold**

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ENVIRONMENT, SAFETY, AND HEALTH	WORKER SAFETY AND HEALTH ENVIRONMENTAL SCIENCE AND TECHNOLOGY PROGRAM MANAGEMENT OCCUPATIONAL MEDICINE HUMAN RESOURCES	WORKER SAFETY AND HEALTH	WORKER SAFETY AND HEALTH (70 procedures) EMPLOYEE CONCERNS ENVIRONMENTAL MANAGEMENT RADIATION PROTECTION CONTRACTOR ASSURANCE	ENVIRONMENT, SAFETY, AND HEALTH	ES&H SCIENCE ENGINEERING EMERGENCY	ENVIRONMENT, SAFETY & HEALTH	
Accident Investigation	Aerial Lifts		Respond to Injury or Illness Investigate and Report an Occupational Injury or Illness		SCIENCE Protection of Human Research Subjects	Work Planning and Control	
1. Executing the Process for Accident Investigations	Asbestos		Exposure Assessment Respiratory Protection Asbestos		ENGINEERING	ES&H	
Aviation Safety	Aviation Safety	TRANSPORTATION	Use an Unmanned Aerial System Use Chartered Aircraft		EMERGENCY Aviation Safety		
Program Description - Aviation Management and Safety	Beryllium	Aviation Safety	WORKER SAFETY AND HEALTH				
1. Revising the Office of Science Aviation Implementation Document Annually	Biosafety in Research		-Beryllium -Biological Safety Level-3 & Select Agents -Biological Safety Program Description				
2. Reporting Data to the Federal Aviation Interactive Reporting System (FAIRS)	Bloodborne Pathogens		-Biological Use Authorization -Chemical Safety Mgmt.				
3. Reporting Senior Federal Official Travel	Chemical Safety		Construction Safety Heat Stress/Heat Strain				

MANAGEMENT SYSTEMS: BOLD & CAPPED

Subject Areas: **Bold**

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Employee Concerns Program	Compressed Gas Cylinders and Related Systems	INTEGRATED PERFORMANCE MANAGEMENT	EMPLOYEE CONCERNS				
1. Reporting and Disposition of Employee Concerns	Concrete and Masonry Penetrations	Staff Concerns Program	Raising Employee Concerns, Corrective Actions				
2. Investigating Employee Concerns	Confined Spaces		Differing Professional Opinions, Conducting Self-Assessment				
3. Performing Alternative Dispute Resolutions	Construction Safety		Alternatives of Processing, Investigating				
Environment, Safety, and Health (ES&H) Oversight of Contractors	Cryogenics Safety		WORKER SAFETY AND HEALTH		Environmental Protection		Electrical Safety
	Electrical Safety		Electrical Safety Program				
1. Stop Work and Facility Shutdown	Work Planning and Control	Stop Work	RADIATION PROTECTION				Monitoring Declared Pregnant Workers
	Stop Work		Employee & Dosimetry Changes				
	Work Planning and Control for Experiments and Operations		Receipt & Inventory of Dosimeters Inbound				
2. Facility Representative Oversight	Environment, Safety, Security, Health and Quality (Tier I) Inspections		Care, Handling, & Storage of Dosimeters (255 Additional Dosimetry and Radiation Protection Procedures)				
3. Reviewing and Approving 10 CFR 835 Radiation Protection Programs	Ergonomics, Occupational	RADIOLOGICAL PROTECTION	Radiation Monitor		Radiation Protection		Limited Radiation Exposure in Federal Facilities, Labs Much
4. Performing Enforcement Coordination	Excavation Safety				Radiological Standards Conduct of Radiological Work		

MANAGEMENT SYSTEMS: BOLD & CAPPED

Subject Areas: **Bold**

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5. Reviewing Noncompliance Tracking System (NTS) Reports to Recommend Closure	Exhaust Ventilation		WORKER SAFETY AND HEALTH		Radioactive Materials Radiological Health Support Operations		
Environment, Safety, and Health (ES&H) Reports to Office of Science (SC) Headquarters	Explosives Safety		Explosives Safety Program		Training and Qualification Radiological Records Environmental Radiation Monitoring and Control		
1. Notification of Reportable Occurrences	Fall Protection	Injuries and Illnesses					
2. Annual Report on Federal Employee Occupational Safety and Health Program	Fixed Ladders, Design, Inspection, and Use						
Environmental Authorization	Forklift Safety	ENVIRONMENTAL MANAGEMENT	ENVIRONMENTAL MANAGEMENT				
1. Authorizing Environmental Permitting	Heat and Cold Stress		Plan for Waste				
2. Reviewing Environmental Data	Indoor Air Quality		Environmental Permits		Air Protection		
3. Tracking Environmental Reporting	Injury and Illness-- Notification and Analysis						
4. Determining Appropriate Levels of National Environmental Policy Act (NEPA) Documentation	Injury Management						
5. Managing Environmental Management Systems (EMS)	Interlock Safety for High Risk Hazards				Environmental Management System		
6. Administering Compliance Agreements	Laser Safety		WORKER SAFETY AND HEALTH	Compliance Processes			
Federal Employee Occupational Safety and Health (FEOSH)	Lead		Respond to Injury or Illness Investigate and Report an Occupational Injury or Illness	Occupational Medical Services	Occupational Safety and Health Planning for Safe Operations		

MANAGEMENT SYSTEMS: BOLD & CAPPED

Subject Areas: **Bold**

Procedures: Standard

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1. Reporting Work-Related Injuries and Illnesses	Lifting Safety	Injuries and Illnesses	Occupational Medical Program Occupational Medicine Program		Work Planning and Hazard Analysis		
2. Conducting an Annual Unannounced Workplace Safety and Health Inspection	Lockout/Tagout (LOTO) for Installation, Demolition, or Service and Maintenance		Industrial Hygiene Program Hazard Communication Fire Hazards Analysis		Industrial Hygiene Electrical Safety Fire Safety Pressure/Vacuum Vessels and Piping		
3. Informal Reporting of Safety and Health Concerns	Machine Shop Safety		Institutional Biological Safety		Subcontractor Safety and Fall Protection		
4. Conducting Hazard Analysis for Office Environments	Nanoscale Particle ESH		Warnings and Barriers for Hazards Safety and Health Self-Assessments				
Implementing the National Environmental Policy Act (NEPA) Within the Office of Science (SC)	Natural Hazards in the Environment	ENVIRONMENTAL MANAGEMENT			The National Environmental Policy Act (NEPA)		
1. Implementing the National Environmental Policy Act (NEPA) Within the Office of Science (SC)	Noise and Hearing Conservation						
2. Establishing the Level of National Environmental Policy Act (NEPA) Review and Documentation	Non-ionizing Radiation Safety						
	OHSAS 18001 Program						
	Pressure Safety						
3. Preparing National Environmental Policy Act (NEPA) Annual Planning Summaries and Monthly Reports	Oxygen Deficiency Hazards (ODH), System Classification and Controls						
4. Implementing Generic Categorical Exclusion (CX) Determinations	Personal Protective Equipment (PPE) and Respirators						

MANAGEMENT SYSTEMS: BOLD & CAPPED

Subject Areas: **Bold**

Procedures: Standard

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5. Following the Environmental Assessment (EA) Process	Signs, Placards, and Labels for Environmental, Safety and Health (ESH) Hazards		ENVIRONMENTAL MANAGEMENT		Surface Water Protection		Surface Water Protection
6. Following the Environmental Impact Statement (EIS) Process	Static Magnetic Fields		Discovery & Notification of Environmental Issues		Ground Water Protection		Ground Water Protection
7. Complying with Floodplain and Wetland Requirements	Traffic Safety		Environmental Policy				
8. Managing Historic and Cultural Resources	Underage Workers (Minors)		Cultural Resources				
9. Conducting Public Participation Under the National Environmental Policy Act (NEPA)	Walking and Working Surfaces		Regulatory Notifications of Environmental Release Permit Implementation				
10. Preparing Quality Assurance (QA) Plans for the National Environmental Policy Act (NEPA) Process	Program Descriptions -Chemical Hygiene Plan Program -Hazard Communication Program -Integrated Safety Management System -Respiratory Protection Program -Worker Safety and Health		Preparing and Conducting Self-Assessment Environmental Permits				
11. Complying with the Endangered Species Act							
12. Obtaining a National Environmental Policy Act (NEPA) Document Preparer			CONTRACTOR ASSURANCE Integrated Management System Program Description				
13. Following the Environmental Critique and Environmental Synopsis Processes (RESERVED)	ENVIRONMENTAL						
14. Maintaining Administrative Records for the National Environmental Policy Act (NEPA) Process	Cross-Connection Control Program						

MANAGEMENT SYSTEMS: BOLD & CAPPED

Subject Areas: **Bold**

Procedures: Standard

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SCMS MANAGEMENT SYSTEMS (SCMS) (Procedures Shown After SAs)	BNL SBMS (by MS & SAs, Procedures not included)	ORNL SBMS (by MS & SAs, Procedures not included)	PNNL HDI/M&O PROGRAMS (by MS & SAs, Procedures included)	ANL LMS (by MS & Scope)	FNAL GMS (by MS and MS topics only, NOT SAs. In same format as SCMS)	SLAC MS (by MS)	Lab Management Systems Areas NOT COVERED In SCMS (but may not be needed)
15. The Supplement Analysis Process	Environmental Aspects and Impacts						
Managing SC Functions, Responsibilities, and Authorities Documents	Environmental Monitoring	Roles, Responsibilities, Accountabilities, and Authorities					
	HUMAN RESOURCES						
	Roles, Responsibilities, Accountabilities, and Authorities (R2A2)						
Program Description - Office of Science (SC) Environment, Safety, and Health (ES&H) Functions, Responsibilities, and Authorities (FRA) Document	ESH Assessments		ENVIRONMENTAL MANGEMENT				
1. Managing SC Functions, Responsibilities, and Authorities Documents	Liquid Effluents		Radioactive Air Emissions Waste Treatment Sampling & Monitoring				
2. Managing a Field Office Functions, Responsibilities, and Authorities Document	National Environmental Policy Act (NEPA) and Cultural Resources Evaluations		Pollution Prevention Environmental Sustainability Goals Development Process				
Managing the Integrated Safety Management System	Non-Radioactive Airborne Emissions		ENVIRONMENTAL MANGEMENT				
Program Description SC Integrated Safety Management System (ISMS)	PCB Management		Radioactive Waste Treatment, Storage, Disposal, Unbound Nanoparticle Mgmt.				
1. Maintaining the SC Integrated Safety Management System Description	Pollution Prevention and Waste Minimization		Environmental Management Program Description				
2. Implementing and Continually Improving the SC Integrated Safety Management Program	Radioactive Airborne Emissions		Radiological Release of Hazardous Waste				

MANAGEMENT SYSTEMS: BOLD & CAPPED

Subject Areas: Bold

Procedures: Standard

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3. Developing, Approving, and Maintaining the Field Office Integrated Safety Management System Description	Spill Response						
4. Implementing and Continually Improving the Field Office Integrated Safety Management Program	Storage and Transfer of Hazardous and Nonhazardous Materials						
5. Reviewing and Approving the Initial Contractor Integrated Safety Management System Description	Underground Injection Control						
6. Reviewing and Approving Updates to the Contractor Integrated Safety Management System Description	Waste				Waste Management		Waste Management
7. Reviewing and Approving the Initial Contractor Integrated Safety Management Program Implementation	Program Descriptions -Environmental Radiation Protection Program (ERPP) -ISO 14001 Environmental Management System Manual -Land Use and Institutional Controls -Radioactive Waste Management Basis						

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Subject Areas: **Bold**

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8. Conducting the Integrated Safety Management System Declaration of Contractor Performance	SCIENCE AND TECHNOLOGY PROGRAM MANAGEMENT Animal Research Human Subjects Research						
(Included in Federal Employee Occupational Safety and Health (FEOSH) above)	OCCUPATIONAL MEDICINE		WORKER SAFETY AND HEALTH				Fire Safety
	Alcohol and Substance Abuse		Fire Protection Program				Fire Protection
	Fitness for Duty, Requesting the Determination of						
EQUAL EMPLOYMENT OPPORTUNITY, DIVERSITY, AND INCLUSION	HUMAN RESOURCES	HUMAN RESOURCES	HUMAN RESOURCE MANAGEMENT	HUMAN RESOURCES	HUMAN RESOURCES	HUMAN RESOURCES DEVELOPMENT AND SERVICES	
Equal Employment Opportunity	Equal Employment Opportunity - Affirmative Action/Diversity	Equal Employment Opportunity - Affirmative Action/Diversity		Diversity Awareness and Compliance	Diversity and Inclusion		
1. Filing an Informal Equal Employment Opportunity Complaint	Complete Equal Employment Opportunity, Affirmative Action and Diversity Training for Supervisors and Managers						
2. Filing a Formal Equal Employment Opportunity Complaint	Self-Identify and Provide Accessibility and Accommodations for Individuals with Disabilities						

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Alternative Dispute Resolution	Complete Training and Report Sexual Harassment						
1. Alternative Dispute Resolution Preparation							
2. Alternative Dispute Resolution Mediation							
FACILITY SAFETY, OPERATIONS, AND INFRASTRUCTURE	FACILITY SAFETY	ENGINEERING INTEGRATED FACILITY MANAGEMENT ACQUISITION MANAGEMENT NUCLEAR AND FACILITY SAFETY	FACILITY MANAGEMENT NUCLEAR OPERATIONS/FACILITY SAFETY RADIATION PROTECTION EMERGENCY MANAGEMENT PROPERTY MANAGEMENT SUSTAINABILITY TRANSPORTATION	ASSET MANAGEMENT ENVIRONEMENT, SAFETY, AND HEALTH	SCIENCE		
Facility Planning	Facility Hazard Analysis and Risk Assessment	INTEGRATED FACILITY MANAGEMENT	FACILITY MANAGEMENT Space Management Leased Facilities	Construction, Engineering, and Building Maintenance	Infrastructure		System Safety
1. Developing and Submitting An Infrastructure Plan	Fire Safety	Integrated Facility Management	Manage Facilities and Infrastructure Lifecycle Engineering Design Standards, Configuration Mgmt. Facility Use Agreement	Custodial Services and Grounds			Fire Safety

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2. Meeting Space Offset Requirements	Readiness Evaluations		Preventive Maintenance Program, Hot Water Boilers, Generators	Destruction and Disposal			
3. Acquiring and Maintaining Assets Via Alternative Financing, Including Energy Savings Performance Contracts (ESPC)	FACILITY OPERATIONS	Property Management	Acquire or Modify Space Conditioning Emergency Shutdown, Standby Power System Supply	Fire Protection			Fire Protection
4. Transferring Internal DOE Ownership of Assets and Liabilities	Conduct of Operations	Property Management	EMERGENCY MANAGEMENT	Risk/Hazard Management Processes			
5. Preparing and Submitting a Site Sustainability Plan	Facilities and Grounds Use by Outside Organizations		Hazardous Facilities Hazards Assessors Low Hazard Facilities				
			SUSTAINABILITY -Building Operations Control Center -Site Sustainability Plan -Energy and Water Evaluations -Sustainability Program Project Management Plan -Sustainability M&O Program Description				
6. Acquiring Assets via Institutional General Plant Projects (IGPP)	Facility Use Agreements		PROPERTY MANAGEMENT Projects General Plant Projects				
Facility Safety Operations		NUCLEAR AND FACILITY SAFETY	NUCLEAR AND FACILITY SAFETY				
1. Reviewing and Approving Nuclear Facility Safety Basis Documentation		RADIOLOGICAL PROTECTION	Facility Hazard Categorization Process				

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Subject Areas: Bold

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2. Reviewing and Approving Safety Documents for Nuclear Facilities Downgraded Below Hazard Category 3 Threshold Quantities by Analysis		Safety Basis	Operator Rounds				
3. Reviewing and Approving Contractor's Unreviewed Safety Question (USQ) Process and Processing Potential Inadequacies of the Document Safety Analysis (PISA)	HAZARDOUS MATERIAL TRANSPORTATION SAFETY	Unreviewed Safety Question (USQ) Process for Nuclear and Facility Safety	Unreviewed Safety Question Procedure for the Radiochemical Processing Fissionable Materials	ASSET MANAGEMENT			
	Program Description Hazardous Material Transportation Manual		TRANSPORTATION Transportation Process Authorizing Hazmat Process Hazardous Materials Transportation and Packing Quality Assurance	Transportation (movement of special materials and chemicals)			
4. Reviewing and Approving Transportation Safety Documents for Greater than Hazard Category 3 Threshold Quantities	Movement by Vehicle of Hazardous and Radiological Materials On-site	TRANSPORTATION	Containment Vessel Using TM Electronic Solutions Nonconforming Items Final Waste Packaging & Labeling-Hazardous & Non-Regulated Waste		Material Handling and Transportation		
	Transportation of Hazardous and Radiological Materials Off-site		NUCLEAR OPERATIONS/FACILITY SAFETY				
5. Verifying Readiness for Startup and Restart of Nuclear Facilities	RADIOLOGICAL CONTROL	Readiness Reviews	Readiness to Startup Or Restart Radiological or Non-Nuclear Facility or Modification				
6. Evaluating and Approving Startup Notification Reports (SNRs)	Accelerator Safety		Determine if Facility or Infrastructure Readiness is Needed				

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Subject Areas: **Bold**

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7. Evaluating and Conducting Readiness Assessments (RAs)	ALARA, Dose Limits, and Administrative Controls (ACLs)	Readiness Reviews	Conduct Facility or Infrastructure Readiness Review				
8. Evaluating and Conducting Operational Readiness Reviews (ORRs)	Declaration of Pregnancy	Readiness Reviews	Conduct Facility or Infrastructure Readiness Review Operational Readiness Program				Declaration of Pregnancy
9. Verifying and Maintaining Authorization Agreements	Entry and Egress for Areas Controlled for Radiological Purposes		Create, Update, or Terminate Facility Use Agreement		ESH Accelerator Shielding and Radioactivation		
10. Reviewing and Approving Accelerator Safety Documents	Facility Hazard Categorization	Accelerator Safety	Accelerator Safety Practices		SCIENCE (Accelerators)		
11. Startup and Operations of Accelerator Facilities	Management of Moratorium and Suspension Encumbered Metals	Accelerator Safety	Accelerator Safety Practices Accelerator Safety Assessments		SCIENCE (Accelerators)		
12. Facilitating Office of Science (SC) Delegations of Nuclear Safety	Nuclear/Criticality Safety		Periodic System Assessments Administration				
13. Oversight of Facility Safety	Obtaining and Using Personnel Monitoring Devices		Control of Nonconforming Items Corrective Action Reports				
14. Oversight of Nuclear Facility Conduct of Operations	Procurement of and Approval to Use Radioactive Material	Nuclear Criticality Safety	RPL Surveillance Process, System Engineer, Safety Analysis				
15. Oversight of Nuclear Facility Maintenance	Radiation-Generating Devices		Processing Hazards Analysis, Managing Complex Projects				
16. Oversight of Contractor Personnel Selection, Training, Qualification, and Certification Requirements for Nuclear Facilities	Radiological Issues-- Communication and Resolution	Division Training Program Management	Radioactive Material Tracking				
17. Interfacing with the Central Technical Authority and the Chief of Nuclear Safety	Radiological Stop Work						

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18. Federal Technical Capability	Sealed Radioactive Source Control		NUCLEAR OPERATIONS/FACILITY SAFETY				
19. Interface with the Defense Nuclear Facilities Safety Board	Use of the Vehicle Radiation Monitor		DNFSB				
20. Nuclear Reactor Safety Design Criteria	Program Descriptions -Facility Authorization Basis -Radiological Control Manual		Building Emergency Procedure for Environmental Molecular Science Laboratory				
Federal Technical Capability Program							
1. Federal Technical Capability Program (FTCP) Implementation							
Monitoring and Oversight of Facilities and Infrastructure			Grounds Maintenance Activities			PROJECT MANAGEMENT	
1. Validating Facilities Information Management System (FIMS) Data			Facilities Reservation Plan			Facilities Management & Operations	
2. Developing and Issuing a Quarterly Maintenance Report							
3. Managing Facility and Infrastructure Oversight			Facilities Restoration Program Building Floor Load Limits				
Oversight Training Program	TRAINING AND QUALIFICATIONS	TRAINING AND QUALIFICATION	NUCLEAR OPERATIONS/FACILITY SAFETY				

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1. Assignment of Personnel to the Oversight Training Program for Non-defense Hazard Category 1, 2, and 3 Nuclear Facilities		Training and Certification of Staff	Program, Systematic Approach to Training, RPL Exceptions to Training, Technical Training Plan, Criticality Safety Training Plan				
2. Assignment of Personnel to the Oversight Training Program for Unique Hazard Facilities							
FINANCIAL ASSISTANCE		FINANCIAL MANAGEMENT HUMAN RESOURCES	FUNDING AND BILLING ACQUISITIONS	FINANCIAL MANAGEMENT	PROCUREMENT	FINANCIAL MANAGEMENT AND SERVICES	
Financial Assistance Closeout			(See MOC & NMOC for additional related Procedures in Specific Contracting Areas as many overlap)				
1. Initiating the Closeout Process				Financial Status Monthly to DOE and Laboratory Organizations			
2. Obtaining Clearances			FUNDING AND BILLING				
3. Obtaining an Audit for Commercial Organizations			Agreements for Commercializing Technology				
4. Obtaining an Audit for States, Local Governments, and Non-Profit Organizations			Department of Homeland Security	Develop Overhead and Pay Band Rates and Spending Plans			
5. Acting on Delinquent Final Deliverables			Assessing Opportunity & Pre-Proposals				
6. Determining Final Payment and Deobligation of Unpaid Obligations			Policy & Procedure for Management & Administration Mechanism				

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7. Completing the Closeout							
Funding Opportunity Announcement/Solicitation			Establish Anticipatory Authorization				
1. Receive STRIPES Requisition Package for Funding Opportunity Announcement (FOA)							
2. Develop Funding Opportunity Announcement (FOA)							
3. Develop Merit Review Plan							
4. Obtain Reviews and Approvals of Funding Opportunity Announcement (FOA) and Merit Review Plan							
5. Issue Funding Opportunity Announcement (FOA)							
6. Respond to Questions on Funding Opportunity Announcement (FOA)							
7. Process Letters of Intent/Pre-Applications							
8. Issue Amendment(s) to Funding Opportunity Announcement (FOA)							
9. Receive and Conduct Initial Screening of Applications							
10. Notify Program Official of Screened Application(s) recommended for Merit Review							
11. Maintaining Official Funding Opportunity Announcement (FOA) Records in STRIPES.							

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12. Issue STRIPES Requisition Package(s) for Award(s) Resulting from Funding Opportunity Announcement (FOA)							
Merit Review and Selection							
1. Conducting Merit Reviews of Financial Assistance Applications							
Negotiation and Award					Negotiation		
1. Reviewing the STRIPES Requisition Package							
2. Reviewing Recipient Application and Pre-Award Information							
3. Completing Determination of Responsibility							
4. Negotiating and Reviewing Budget							
5. Preparing the STRIPES Assistance Agreement (AA) and Issuing Award Notifications							
6. Pre-Award Staffing Reviews and Approvals							
7. Completing Award File Documentation in STRIPES							
8. Finalizing and Executing the STRIPES Assistance Agreement (AA)							
Post-Award Administration							
1. Reviewing and Approving Payment Requests							
2. Monitoring of Cost Share							
3. Revising of Budget and Program Plans							

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4. Requesting and Coordinating Audit Findings							
5. Monitoring Reporting Requirements							
6. Suspending and Terminating Awards							
7. Enforcing Terms and Conditions							
8. Requesting a Continuation							
9. Requesting a Supplement							
10. Requesting a Renewal							
Pre-Award Planning for Funding Opportunity Announcement/Solicitation							
1. Determining Need for Funding Opportunity Announcement (FOA)							
2. Developing Technical Description for Funding Opportunity Announcement (FOA)							
3. Coordinating Funding Opportunity Announcement (FOA) Requirement with Contracting Staff							
4. Issue STRIPES Requisition Package for Funding Opportunity Announcement (FOA)							

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HUMAN RESOURCES SERVICES	HUMAN RESOURCES FINANCIAL MANAGEMENT	HUMAN RESOURCES	HUMAN RESOURCE MANAGEMENT	FINANCIAL MANAGEMENT HUMAN RESOURCES	HUMAN RESOURCES	HUMAN RESOURCES DEVELOPMENT & SERVICES	
Benefits/Quality of Work Life	Disciplinary Actions		Salary Actions, Shift Work, Temporary Offsite Assignments, Unemployment, Separation Pay, Long Term Disability, Leave	Administer Employee Benefits (FM)	Global Services HR Partners		Global Services HR Partners will be incorporated during Biennial Review.
1. Enrolling in Benefits	Insurance and Benefits	Onboard New Hire	Termination Process, Pension Plan, Short Term Disability, Recruiting and Retention Policy	Pay Employees, Reimburse Employees, Pay Vendors (FM)	Benefits		
2. Entering into a Telework Agreement	Employee Support System	Benefits			Human Resources Information Systems		
3. Administering Worker's Compensation	Family and Medical Leave Act (FMLA)	Compensation		Employee Benefits, Retirement Plans, Health Plans, Educational Assistance, Paid Leave	Compensation		
4. Administering Leave	Leave	Time Away from Work					
	Time Reporting	Work Schedules					
5. Requesting an Alternate Work Schedule (AWS)	Flexible Work Arrangements	Alternate Work Arrangements					
	Guests and Visitors						
6. Completing the Retirement Process							
7. Processing Reimbursement for Professional Credentials	Reimbursement of Professional Licensing or Certification Fees						
8. Managing the Student Loan Repayment Program (SLRP)	Outside Activities						
Employee/Labor Management Relations	Recognition and Reward Programs			Employee Relations			
1. Implementing Workforce Discipline Action – Reprimand		Employee Discipline		Employment Termination			

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2. Implementing Workforce Discipline Action - Less Than 14-Day Suspension	OCCUPATIONAL MEDICINE						
3. Implementing Workforce Discipline Action - Greater Than 14-Day Suspension to Removal	Alcohol and Substance Abuse	Employee Discipline					
4. Implementing the Administrative Grievance Process	Requesting the Determination of Fitness for Duty						
Employee Development	Supervisors Personnel Manual	Educational Assistance Performance Management and Employee Development	Create or Update Staff Development and Performance Goals	Training, Professional Development, and Performance Evaluation	Office of Professional and Organizational Development		
1. Preparing Individual Development Plans	Talent Acquisition		Training, Staff Development,	Career Progression, Pay for Performance, Rewards, and Bonuses			
2. Processing Training Requests	Tuition Assistance						
3. Implementing Project Management Career Development Program Certification							
4. Submitting and Approving Tuition Reimbursement			Apply for and Receive Tuition Assistance				
Organization Management - Implementation and Execution			Create or Update Organizational Structure	Posting Positions, Recruiting, and Hiring			
1. Merit Promotion							
2. Developing Position Descriptions							
3. Appealing a Classification Decision							

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Subject Areas: **Bold**

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4. Requesting Position Actions		Terminating Employee					
Organization Management - Planning and Design			Create or Update Organizational Structure				
1. Complete Workforce Planning	Extended Personnel Assignments	Recruiting and Hiring					Extended Personnel Assignments
2. Complete Staffing Plan					Staffing/Recruitment		
3. Restructure Organization							
Performance Management	Employee Performance	Performance Management and Employee Development	Measure Staff Performance And Provide Compensation				
1. Implementing a Non-Supervisory Performance Plan (HQ only)							
2. Implementing a Manager and Supervisor Performance Plan (HQ only)							
3. Implementing a Senior Executive Service (SES) Performance Plan							NO Senior Executive Service, as it is a Federal Program
4. Implementing a Performance Plan for Supervisory and Non-Supervisory Employees							
INFORMATION TECHNOLOGY	INFORMATION RESOURCE MANAGEMENT	INFORMATION TECHNOLOGY	TECHNOLOGY COMMERCIALIZATION CYBER SECURITY INFORMATION TECHNOLOGY	INFORMATION SERVICES	INFORMATION	OFFICE OF THE CHIEF INFORMATION OFFICER (OCIO)	
Capital Planning Investment Control (CPIC) (Restricted) [never published due to content]	Cyber Security, Unclassified	Information Technology (IT) Project Planning/Performance	Cyber Security Program Plan, CIR Security Plan Code of Conduct, Cell Phones	Support Services Incident Management	IT Policy	IT	
1. Selecting and Classifying Information Technology (IT) Investments	Mobile Communications (Cellular)		Cyber Security Program Cyber Security Event Response	Problem Management	IT Investment and Governance	Safety Software Quality	

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2. Developing the SC Capital Planning Investment Control (CPIC) Submission for Information Technology (IT) Investments	Software Quality Assurance		Access Controls Baseline Architectural Principles, IM Services Configuration Management Policy	Change Management	Information System Portfolio Management Processes		
3. Managing the SC Capital Planning Investment Control (CPIC) Information for Information Technology Investments	Spectrum Management		IT Architecture Action Plan, Software Systems Engineering, Migration Strategy, Enterprise Roadmap	Capacity Management	Information System Portfolio Management Team		
4. Evaluating Major Information Technology (IT) Investments	<u>Program Description</u> Cyber Security			Cyber Security	Scientific Computing Portfolio Management Team		Scientific Computing (labs only do this).
5. Evaluating Non-Major Information Technology (IT) Investments				Library Services	Cyber Security		Library Services (no onsite Federal Libraries, Labs have)
6. Controlling SC Capital Planning and Investment Control (CPIC) Monthly Information Technology (IT) Dashboard Data			TECHNOLOGY COMMERCIALIZATION				
Enterprise Architecture (EA) and Information Technology (IT) Strategic Planning		Information Technology (IT) Project Planning and Performance	Capture and Protect Intellectual Property				
1. Conducting the Office of Science (SC) Enterprise Architecture (EA) Program							
2. Assisting Office of Science (SC) Federal Information Technology (IT) Strategic Planning							

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3. Supporting the U.S. Office of Management and Budget (OMB) Annual Enterprise Architecture (EA) Reporting Enterprise Architecture (EA) Reporting							
4. Integrating Enterprise Architecture (EA) and Capital Planning Investment Controls (CPIC)							
5. Monitoring the Office of Science (SC) Federal Information Technology (IT) Investment Portfolio							
Information Services Management		Information Technology (IT) Operations	Quality Management				
1. Managing Software Engineering		Software Quality Assurance	Use or Develop Software				
2. Managing Application Integration and Management (AIM)							
3. Utilizing e-Discovery							
LEGAL SERVICES	LEGAL	HUMAN RESOURCES	TECHNOLOGY COMMERCIALIZATION		LEGAL		
Administering Freedom of Information Act (FOIA) Programs	INTELLECTUAL PROPERTY	PARTNERING			Litigation Management System		
1. Processing Requests Under the Freedom of Information Act (FOIA)	Implementing Memoranda of Understanding (MOUs) with Foreign Entities	Legal Inquiries and Subpoenas			Procurement Matters Risk Management		
2. Performing Other Activities in Administering Freedom of Information Act (FOIA) Programs					Prime Contract Interpretation, Modification and Update		

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Protecting the Intellectual Property Interests of the Government	INTELLECTUAL PROPERTY	PARTNERING	Capture and Protect Intellectual Property				
1. Processing and Managing DOE-Funded Inventions	Cooperative Research and Development Agreements (CRADAs)	Cooperative Research and Development Agreements (CRADAs)					
2. Prosecuting Patent Applications and Amendments on Behalf of the Government	Standard Practice Instructions (SPIs)						
3. Processing Copyright Requests							
4. Providing Patent Clearances for Reports and Publications							
5. Processing Patent Waiver Requests							
6. Administering Intellectual Property Aspects of DOE Acquisition and Assistance Agreements							
Records Maintained on Individuals							
1. Processing Requests from Current and Former U.S. Department of Energy (DOE) Employees, Contractor Employees, and Members of the Public							
2. Performing Other Activities Related to Records Maintained on Individuals							
Representing the Interests of the Agency in Legal and Other Proceedings							
1. Freedom of Information Act (FOIA) Appeals Before the Department of Energy (DOE) Office of Hearings and Appeals (OHA)							

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2. Administrative Reviews of Questions Concerning Access Authorizations Before the Department of Energy (DOE) Office of Hearings and Appeals (OHA)							
3. Appeals of Adverse Actions Before the Merit Systems Protection Board (MSPB)							
4. Complaints of Discrimination Filed with the Equal Employment Opportunity Commission (EEOC)							
5. Contract Disputes Before the Civilian Board of Contract Appeals (CBCA)							
6. Contract Disputes Before the Court of Federal Claims							
7. Bid Protests Before the U.S. Government Accountability Office (GAO)							
8. Bid Protests Before the Court of Federal Claims							
9. Serving as the Recommending Official on Federal Tort Claims							
10. Supporting the U.S. Department of Justice Before the Federal Courts							
11. Responding to Subpoenas and other Court Demands for Information and Materials		HUMAN RESOURCES					
Serving as Ethics Counsel		Ethics					
1. Providing Annual Ethics Training							

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2. Reviewing Annual Confidential Financial Disclosure Reports							
3. Managing Annual Public Financial Disclosure Reports							
4. Providing Ethics Advice and Counsel to Entering Employees							
5. Providing Ethics Advice and Counsel to Employees Separating from Federal Service							
6. Providing Ethics Advice and Counsel to Current Employees							
7. Counseling on Employee Proposed Outside Activities							
MANAGEMENT AND OPERATING (M&O) CONTRACTING	ACQUISITION MANAGEMENT SCIENCE AND TECHNOLOGY PROGRAM MANAGEMENT INTELLECTUAL PROPERTY STRATEGIC PARTNERSHIP PROJECTS	ACQUISITION MANAGEMENT	ACQUISITIONS HUMAN RESOURCES MANGEMENT CONTRACTOR ASSURANCE FNDING AND BILLING	PROCUREMENT RESEARCH, DEVELOPMENT, AND ENGINEERING	PROCUREMENT OFFICE OF CHIEF FINANCIAL OFFICER PARTNERSHIPS SCIENCE HUMAN RESOURCES FINANCE	CONTRACTOR ASSURANCE AND CONTRACT MANAGEMENT SLAC PARTNERSHIPS AND TECHNOLOGY TRANSFER	
Acquisition Career Management	Contract Administration		ACQUISITIONS			M&O Contract Management	
1. Implementing Acquisition Career Management Program	Credit Cards, Procurement		CONTRACTOR ASSURANCE				
Closeout of a Management and Operating (M&O) Contract	Procuring Supplies and Services		Contractor Assurance M&O Program Description Core Business Process	Close-Out Activity (RDE)	Administration and Closeout		

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1. Closeout of a Management and Operating (M&O) Contract	Purchase Requisition Review for Quality-related Requirements		Management & Operations				
Contractor Human Resource Management	Supplier Pre-Award Evaluation	ACQUISITION MANAGEMENT	HUMAN RESOURCE MANAGEMENT		HUMAN RESOURCES		
1. Reviewing and Approving Compensation Increase Plans	SCIENCE AND TECHNOLOGY PROGRAM MANAGEMENT	Compensation	Bargaining Unit Pension Plan, Annual Compensation Increase Plan, Benefits		Labor Relations		
2. Evaluating Benefit Programs	Animal Research	Benefits	Conflict of Interest, Labor Relations, Key Personnel, Interns, Relocation, Salary, Temporary Assignments, Incentives, Long-Term Disability				Animal Research (not done federally)
3. Reviewing, Approving, and Announcing Workforce Reductions and Restructuring	Human Subjects Research		FUNDING AND BILLING Work Authorization Lifecycle System				
4. Analyzing and Approving Compensation Actions	Investigation of Allegations of Misconduct in Research or Scholarship	Compensation	Proposal and Contracts Information System				
5. Monitoring Labor Standards	Laboratory Directed Research and Development (LDRD) Program		ACQUISITIONS				
6. Conducting Compensation Reviews	Ordering Published Research Information and Memberships		PeopleSoft, Risk Assessment, Technical Oversight Represent				
7. Managing Labor Relations	Program Development	Labor Standards	Perform a Labor Relations Turndown				

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8. Preparing, Administering, Reviewing, and Approving Staffing Plans for and Assignment of Management and Operating (M&O) Contractor Employees Detailed to the Washington, D.C., Area	Publishing Scientific and Technical Information (STI)		Negotiations, Service Contracting, Processing Requisitions, Real Property, Unauthorized Procurements	Close Project, Cost Price Analysis, P-Card Analysis, PeopleSoft, Risk Assessment, Technical Oversight Represent			
Management and Operating (M&O) Contract Competition	Using Controlled Substances in Research		Close Project, Cost Price Analysis, P-Card Analysis				
1. Selecting the Management and Operating (M&O) Contractor			Interagency Agreements, Sustainable Acquisitions, Buy American, Simplified Acquisitions, Bonds				
Management and Operating (M&O) Contract Extension			Cost Accounting, Property Management, Shipping & Receiving,				
1. Performing an Award Term Evaluation and Recommendation			Closeout, Price-Anderson, Fleet Management	Define Scope and Requirements			
2. Effecting Award Term Extension			Intellectual Property, Security, International	Assess Opportunities and Risks			
3. Conducting Award Term Fee Negotiation			Contracting, Nuclear Hazards Indemnity	Plan/Design and Configure Controls	Negotiation		
4. Managing Extension of Contract			Control Project Perf. Proposal Pricing, Budget Formulation	Conduct Work Controls			

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Management and Operating (M&O) Contract Planning				Evaluate/Report and Communicate Results	Payment, ProCard, Audit, Reporting, Education, Documentation		
1. Developing and Submitting an Acquisition Alternatives Package/Acquisition Plan				Conduct Work with Controls		Acquisition Management and Property Control	
Management and Operating (M&O) Contract Management and Administration							
1. Preparing and Approving a Contract Management Plan							
2. Evaluating Requirements for Contract Applicability			ACCOUNTING AND COST ALLOCATION				
3. Maintaining a Work Authorization System			Work Authorization				
4. Reviewing and Approving a Subcontract							
5. Developing and Executing the SC Laboratory Performance Appraisal Process			CONTRACTOR ASSURANCE Performance Evaluation and Measurement Plan		FINANCE		

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6. Technology Partnering -- Preparing, Reviewing and Approving Joint Work Statements (JWSs) and Cooperative Research and Development Agreements (CRADAs)	INTELLECTUAL PROPERTY	PARTNERING	Lab Agenda and Annual Lab Planning Process Laboratory Agenda		Work for Others Administration		
	Cooperative Research and Development Agreements (CRADAs)	Cooperative Research and Development Agreements (CRADAs)					
7. Reviewing and Approving Strategic Partnership Projects (SPP) (formerly known as Work for Others) and Work for the U.S. Department of Homeland Security (DHS)	STRATEGIC PARTNERSHIP PROJECTS		FUNDING AND BILLING		PARTNERSHIPS	SLAC PARTNERSHIPS AND TECHNOLOGY TRANSFER	
			Non-Federal Strategic Partnership Projects				
8. Reviewing and Approving Laboratory Directed Research and Development (LDRD) Programs and Projects					SCIENCE (Lab Directed Research)	Proposal and Grant/Contract Management	
NON-MANAGEMENT AND OPERATING (M&O) CONTRACTING		ACQUISITION MANAGEMENT ENGINEERING	ACQUISITIONS FUNDING AND BILLING RESEARCH AND PROJECT MANAGEMENT CONTRACTOR ASSURANCE	ASSET MANAGEMENT PROCUREMENT BUSINESS DEVELOPMENT	PROCUREMENT ACQUISITION MANAGEMENT AND PROPERTY CONTROL	SLAC PARTNERSHIPS AND TECHNOLOGY TRANSFER	
A-76 Contracting (no procedures)			Acquire Product or Service via Purchase Order-Subcontract			Proposal and Grant/Contract Management	
Acquisition Career Management			Negotiations, Service Contracting, Processing				
1. Implementing Acquisition Career Management Program			Requisitions, Real Property, Unauthorized Procurements				

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Closeout of Non-Management and Operating (Non-M&O) Contracts			Interagency Agreements, Sustainable Acquisitions, Buy American, Simplified Acquisitions, Bonds		Administration and Closeout		
1. Closeout of Firm Fixed Price Contracts			Cost Accounting, Property Management, Shipping & Receiving,				
2. Closeout of Cost Reimbursement Contracts			Closeout, Price-Anderson, Fleet Mgmt.				
3. Closeout of Interagency Agreements			Intellectual Property, Security, International				
4. Closeout of Simplified Acquisitions			Contracting, Nuclear Hazards Indemnity				
Construction/Architect-Engineering (A-E)		ENGINEERING	RESEARCH AND PROJECT MANAGEMENT	ASSET MANAGEMENT			
1. Planning Construction and Architect-Engineering Contracts		Approve Subcontractor-Installed Electrical Equipment Installations Interim Procedure	Close Project, Cost Price Analysis, P-Card Analysis, PeopleSoft, Risk Assessment, Technical Oversight Represent.,	Construction, Engineering and Building Maintenance			
2. Soliciting Construction and Architect-Engineering Contracts			Control Project Perform. Proposal Pricing, Budget Formulation				
3. Evaluating Construction and A-E Proposals, Bids, or Offers			Develop and Submit Proposal	BUSINESS DEVELOPMENT Prepare and Submit Proposals			
4. Awarding Construction and Architect-Engineering Contracts			Execute Project Lifecycle				
5. Managing Requirements and Expectations – Modifications			Implement Project				
6. Managing Requirements and Expectations – Invoices			Initiate Project				

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7. Facilitating Performance							
8. Monitoring and Evaluating Performance							
9. Closing Out Construction and Architect-Engineering Contracts							
General Services Administration (GSA)/Indefinite Delivery Vehicle (IDV)/Basic Ordering Agreement (BOA)		ACQUISITION MANAGEMENT	ACQUISITIONS				
1. Planning for Acquisitions Under General Services Administration (GSA)/Indefinite Delivery Vehicle (IDV)/Basic Ordering Agreement (BOA) Procedures		Purchasing Goods and Services	Acquire Product or Service	Requisitions for Unique Materials or Services (PARIS)		Acquisition Management and Property Control	
2. Preparing a Solicitation Under General Services Administration (GSA)/Indefinite Delivery Vehicle (IDV)/Basic Ordering Agreement (BOA) Procedures				Just-In-time Commodity Goods and Services (AMOS)	Solicitation		
3. Evaluating Proposals/Quotes Received Under General Services Administration (GSA)/Indefinite Delivery Vehicle (IDV)/Basic Ordering Agreement (BOA) Procedures							
4. Awarding Contracts/Orders Under General Services Administration (GSA)/Indefinite Delivery Vehicle (IDV)/Basic Ordering Agreement (BOA) Procedures							

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5. Managing Requirements and Expectations for Modifications				Procurement System Compliance Reporting			
6. Managing Requirements and Expectations for Invoices							
7. Facilitating Performance							
8. Monitoring and Evaluating Performance							
9. Closeout					Closeout		
Interagency Agreements		Partnering	Obtain an Interlaboratory Agreement				
1. Processing SC Funds-Out Interagency Agreements							
2. Processing SC Funds-In Interagency Agreements							
Master Basic Ordering Agreement (BOA)							
1. Planning for Master Basic Ordering Agreement (BOA) Awards							
2. Soliciting for Master Basic Ordering Agreements (BOA)							
3. Evaluating Proposals for Master Basic Ordering Agreements (BOA)							
4. Awarding Master Basic Ordering Agreements (BOA)							
Non-Management and Operating (Non-M&O) Contract Planning		ACQUISITION MANAGEMENT	ACQUISITIONS		PROCUREMENT		
1. Obtaining a Procurement Request Package			CONTRACTOR ASSURANCE				
2. Analyzing Needs and Determining Potential Strategies			Small Business Innovation Research Program				

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3. Conducting Market Research			Small Business Technology Transfer Program				
4. Developing Acquisition Plans							
5. Obtaining Required Documentation							
6. Managing Logistics							
Service Contracting			ACQUISITIONS				
1. Planning Service Contracts							
2. Soliciting for Service Contracts							
3. Evaluating Proposals for Service Contracts							
4. Awarding Service Contracts							
5. Contract Modifications							
6. Managing Requirements and Expectations (Invoices)							
7. Facilitating Performance							
8. Monitoring and Evaluating Performance							
9. Closing Out Service Contracts							
Simplified Acquisitions		ACQUISITION MANAGEMENT	ACQUISITIONS				
1. Planning Acquisitions			Acquire Product or Service via IWO				P-Card Processes
2. Preparing Requests for Quotes/Solicitations			Acquire Product or Service via Miscellaneous Payment				Discussed P-Card Processes w/MSO who recognizes need, but waiting on HQ update
3. Completing Evaluations			Acquire Product or Service via P-Card				Can be added to Simplified Acquisitions Subject Area.
4. Preparing Awards			Acquire Product via Business-to-Business (B2B)				
5. Managing Requirements and Expectations – Modifications			Acquire Service via Battelle (ILA or Corporate Allocation)				

MANAGEMENT SYSTEMS: BOLD & CAPPED

Subject Areas: **Bold**

Procedures: Standard

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6. Managing Requirements and Expectations - Invoices			Acquire Service via Workshop Agreement				
7. Monitoring and Evaluating Performance			Cancel or Return Unacceptable Item				
8. Completing Closeouts			Manage Acquired Services		Closeout		
			Perform At-Site Inspection				
			Receive and Inspect Item or Service				
			Request and Manage P-Card Account				
Utilities			ACQUISITIONS				
1. Determining the Strategy for Acquiring Utilities				Utility Systems			
2. Conducting Market Research							
3. Preparing the Utility Procurement Plan (UPP)							
4. Defining Logistical Considerations							
5. Preparing the Solicitation Issuance for a Competitive or Noncompetitive Action							
6. Evaluating Proposals for Utility Contracts							
7. Awarding Utility Contracts							
8. Managing Administrative and Funding Modifications							
9. Managing Accounts Payable Requirements and Expectations							
10. Managing the Contract and Resolving Issues							
11. Monitoring and Evaluating Performance					Small Business Program		Small Business Program (SCMS does not cover this in depth)
12. Closeout							

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PERSONAL PROPERTY MANAGEMENT	PROPERTY MANAGEMENT	ACQUISITION MANAGEMENT	ACQUISITIONS PROPERTY MANAGEMENT FACILITY MANAGEMENT	BUSINESS DEVELOPMENT	PROPERTY	OFFICE OF CHIEF FINANCIAL OFFICER (OCIO)	
Acquiring Personal Property	Procurement & Property Management Group S.O.P. Manual	Property Management	PROPERTY MANAGEMENT	Property Management (including special materials and chemicals)	Personal Property	Acquisition Management and Property Control	
1. Initiating Requests to Acquire Personal Property Using Automated Systems (GSAXcess/Energy Asset Disposal System [EADS])	Shipping Process		Precious Metals Processing Property in Warehouse Property and Equipment				Precious Metals
2. Reviewing and Approving Request for Excess Personal Property by Contractors and Financial Assistance Recipients			Manage Equipment, Materials, and Specimens Leases				
3. Exchanging or Selling Personal Property			Property Transfers				
Disposing of Personal Property			Cannibalize or Dismantle Equipment				
1. Disposing of Personal Property During the Active Stage of a Contract or a Financial Assistance Instrument			Special Equipment Assets Capital Authorizations Equipment Work in Progress Capital Expenditure Request High Risk, Hazardous, Cyber Security Property Determinations for Domestic Dispositioning				
2. Donating Computers to Educational Institutions or Non-Profit Educational Organizations via the Computers for Learning (CFL) Program			Recycling Electronics				

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3. Reviewing and Approving Requests for Personal Property under the Laboratory Equipment Donation Grant Program (LEDP)			Loan DOE-Owned Equipment to Foreign Entity Loss, Damaged, Destruction Reporting				
4. Disposing of Personal Property during the Closeout Stage of a Contract or a Financial Assistance Instrument							
Fleet Management	ADMINISTRATIVE SUPPORT	TRANSPORTATION	ACQUISITIONS TRANSPORTATION				
1. Acquiring Motor Vehicles	Government Vehicles	Vehicles and Motor Equipment	FACILITY MANGEMENT				
2. Utilizing Motor Vehicles -- Establishing and Reviewing Local Use Objectives		PROPERTY MANAGEMENT	Vehicles and Motorized Equipment				
3. Disposing of Motor Vehicles		Accountable, Tracked Property & Fleet Asset	Fleet Management				
4. Reporting on Fleet Management							
5. Managing Other Motor Equipment							
6. Reporting Motor Vehicle Accidents							
Managing Personal Property					Personal Property		
1. Reviewing and Approving Property Management Systems		Receivment Reviews					
2. Reporting Physical Inventories							
3. Reviewing Foreign and Domestic Loans							
4. Reviewing and Approving Destruction or Destruction Exceptions of High-Risk Trigger List Property							

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5. Managing Firearms, Ammunition, and Other Military Equipment							
6. Managing Sensitive Property							
7. Managing Other Accountable Property							
8. Submitting Reports (Non-Fleet)							
9. Managing Personal Property Balanced Scorecard (BSC) Program							
10. Submitting Exemption Request							
11. Reviewing Loss, Theft, Damage, Destruction, or Unauthorized Use (LTDDU) of Personal Property							
PROJECT MANAGEMENT	PROJECT MANAGEMENT	WORK PLANNING AND CONTROL	RESEARCH AND PROJECT MANAGEMENT	ASSET MANAGEMENT	PROJECT ENGINEERING	PROJECT MANAGEMENT	
Critical Decision (CD) Management	Project Management	Project Management	Screen, Scope, and Implement Complex Project		-Project Initiation, Conceptual Design -Project Advance Planning -Project Procurement -Supporting Process & Project Controls	Project Management	
1. Critical Decision 0, Approve Mission Need	Program Description Earned Value Management System		-Determine Interest, Assess Opportunity, and Plan Capture -Earned Value Management System		ENGINEERING -Engineering Process -Engineering Risk Assessment -System Design and Specifications -Testing & Validation		Engineering MS, (not in SCMS, most engineering processes are in the Project Management MS)
2. Critical Decision 1, Approve Alternate Selection and Cost Range			Develop Long-Term Positioning			PROJECT MANAGEMENT ASSURANCE	

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3. Critical Decision 2, Approve Performance Baseline			Experimental or Field Work Off Site or Outside of IOPS Controls				
4. Critical Decision 3, Approve Start of Construction			Prepare Researcher for Laboratory Work				Lab Research Work (not in SCMS)
5. Critical Decision 4, Approve Start of Operations			Screen, Scope, and Implement Complex Project				
			Select and Authorize Project				
Project Delivery			-Develop and Submit Proposal -Plan Project -Plan for Institutional Risk	Construction, Engineering, and Building Maintenance			
1. Managing the Project Initiation Phase (Prior to CD-0)			-Initiate Project -Implement Project -Execute Project Lifecycle				
2. Managing the Project Definition Phase (Post CD-0 and Prior to CD-2)							
3. Managing the Project Execution Phase (Post CD-2 to CD-3)			Control Project Performance				
4. Managing the Project Transition/Closeout Phase (Prior to CD-4)			Close Project				
Project Reporting							
1. Managing Project Assessment and Reporting System II (PARS II) Monthly Project Reporting			Control Project Performance				
2. Managing Contractor's Monthly Reporting			Control Project Performance				

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			Acquire Animals for Research Study				Animal Research
			Conduct an Animal Subjects Research Study				Animal Research
			Obtain IACUC Approval for Animal Subjects Research				Animal Research
			Use Animal Subjects in a Research Study				Animal Research
QUALITY ASSURANCE AND OVERSIGHT	QUALITY MANAGEMENT INTEGRATED ASSESSMENT PROGRAM INTEGRATED PLANNING	QUALITY	CONTRACTOR ASSURANCE QUALITY MANAGEMENT	BUSINESS DEVELOPMENT ENVIRONMENT, SAFETY, AND HEALTH	QUALITY ENGINEERING PLANNING AND PERFORMANCE	CONTRACTOR ASSURANCE AND CONTRACT MANAGEMENT	
Approval of Contractor Assurance Systems and Evaluation of Implement Effectiveness	Calibration		-Category 1 Calibration Report Review & Out of Tolerance Notification -Visual Inspections -Liquid Penetrant Inspection		Quality Assurance Program	Contractor and Quality Assurance	
1. Reviewing and Approving Contractor Assurance System Descriptions	Document Control		Quality Assurance Services Deliverables		Quality Assurance Manual		
2. Evaluating the Effectiveness of Contractor Assurance System Implementation	Event/Issue Management		Develop and Complete Actions and Evaluate Effectiveness		Contractor Assurance and Lessons Learned		
Assessments	Graded Approach for Requirements	Audits and Assessments	Conduct Self-Assessment or Internal Independent Assessment		Reports, Audits, Assessment, and Required Records		
1. Analyzing and Scheduling Assessment Needs	Inspections and Acceptance		QUALITY MANAGEMENT		Graded Approach		
2. Performing Assessments	Lessons Learned		Internal Quality Audits				
Corporate Operating Experience/Lessons Learned	Materials Requiring Special Handling (Including Age Sensitive Material)	Lessons Learned/Operating Experience	-Internal Quality Assessments - Review of Correspondence & Commitment Tracking				

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1. Implementing the Operating Experience/Lessons Learned (OPEX/LL) Program and Network of Contacts	Occurrence Reporting and Processing System (ORPS)		Program Description Quality Management M&O –Core Business Processes Management and Operations Programs	Capture Lessons Learned	Contractor Assurance and Lessons Learned		
2. Oversight of Federal and Contractor Operating Experience/Lessons Learned(OPEX/LL) Programs	SBMS Documents				Software Quality Assurance		
Issues Management	Suspect/Counterfeit Items	Issues Management and Analysis	CONTRACTOR ASSURANCE		Suspect/Counterfeit Item (S/CI) Program		
Program Description Line Management Oversight	Program Descriptions -Contractor Assurance System -Occurrence Reporting -Quality Assurance -Suspect/Counterfeit Items		Program Description Operating Experience		QA Guidelines for Scientific Research		
1. Managing Issues Identified in Oversight Activities	INTEGRATED ASSESSMENT PROGRAM		CONTRACTOR ASSURANCE		iTrack Procedures & Risk Assessment		
2. Performing Causal Analysis	Health, Safety and Security Regulatory Compliance		Gather Facts and Determine Cause of Event or Unwanted Condition		Root Cause Analysis		
3. Developing, Approving, Implementing, and Verifying Preventive and Corrective Actions	Organizational Self-assessment		Independent Oversight Annual Assessment Root Cause Analysis	Self-Assessment	Self-Assessments		
4. Tracking Issues, and Preventive and Corrective Actions	Program Description -Health, Safety and Security Regulatory Compliance	Issues Management and Analysis	Integrated Management System Program Description		Corrective & Preventive Actions		
5. Managing Assessment Findings from Contractor Oversight	INTEGRATED PLANNING	Issues Management and Analysis	Develop and Manage Directorate Assessment Schedule	BUSINESS DEVELOPMENT	Supporting D/S/P Processes & Procedures		Business Development
Operational Awareness	Business Planning and Performance Measurement	Integrated Performance Management		Identify Specific Business Opportunities			

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1. Planning and Scoping Operational Awareness Activities	Program Descriptions -Facilities and Infrastructure Mission Readiness -Project, Planning, Programming and Budgeting Process (3BPB)		Develop and Manage Directorate Assessment Schedule Conduct Performance Prepare Staff for Work	Explore Opportunity and Prepare Sales Materials			
2. Conducting, Analyzing, Documenting, and Communicating Operational Awareness Activities			Create or Update Procedures and Other Work Instructions	Analyze Potential Sponsor Requests			
Oversight Skills			QUALITY MANAGEMENT	Prepare and Submit Proposals			
1. Determining Adequacy of Employee Oversight Skills by Supervisors			-Training & Qualification of Quality Inspectors -Quality & Assurance Services-Quality Mgmt. M&OP Staff Training and Qualification Auditor Personnel -Personnel Qualification and Certification in Non-Destructive Examination				
Performance Trending		Issues Management and Analysis					
1. Establishing and Implementing a Performance Trending Process			CONTRACTOR ASSURANCE				
2. Analyzing, Charting, and Reviewing Performance Trends			Performance Evaluation and Measurement Plan (PEMP)				

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Review Approval of DOE and Contractor Quality Assurance Program Descriptions (QAPDs) and Evaluation of QAPD Implementation Effectiveness			TRANSPORTATION				
			Hazardous Materials Transportation and Packing Quality Assurance				
Program Description SC-Wide Quality Assurance Program Description							
1. Reviewing and Approving Quality Assessment Program Descriptions (QAPDs)							
2. Evaluating the Effectiveness of Quality Assurance Program Description (QAPD) Implementations							
Office of Science (SC) Performance Planning and Evaluation			Conduct Performance Review Cycle		PLANNING AND PERFORMANCE		
1. Preparing and Reviewing the SC Annual Performance Plan (APP)					Performance Oversight, Evaluation, and Management		
2. Preparing and Reviewing the SC Annual Assessment Report (AAR)							
3. Focusing on Customers to Enhance Customer Satisfaction (Applicable to SC ISC Only)							
4. Customer Satisfaction Feedback (Applicable to SC ISC Only)							
REAL PROPERTY MANAGEMENT	REAL PROPERTY ASSET MANAGEMENT		FACILITY MANAGEMENT		PROPERTY	OFFICE OF CHIEF FINANCIAL OFFICER (OCFO)	
Acquisition of Real Property	Davis-Bacon Act		Acquire or Modify Space		Real Property	Acquisition Management and Property Control	

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1. Acquiring Real Property by Condemnation	Engineering Design						
2. Acquiring Real Property by Exchange or Donation	Maintenance Management		Return Unneeded Space for Disposition				
3. Acquiring Real Property by Fee Purchase	Space Management		Prepare Space for Use Request Space Resolve Space Request Use Space				
4. Acquiring Real Property by Transfer	Program Description -Configuration Management						
5. Acquiring Real Property by Withdrawal from the Public Domain							
6. Acquiring a Lease by DOE (1) Under the DOE Organization Act, Public Law 95-91; (2) P.L. 83-703 (69 Stat. 919), The Atomic Energy Act of 1954 - Section 161g			Lease Space				
7. Acquiring Real Property through U.S. General Services Administration (GSA) Lease for DOE Use			Lease Space				
8. Acquiring Real Property by a Contractor Lease			Lease Space				
9. Acquiring Real Property By a Contractor with Lease Options or Modifications			Lease Space				
Land Management Disposal			Create, Update, or Terminate Facility Use Agreement				

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1. Disposing Real Property by Demolition Without the Underlying Land			Return Unneeded Space for Disposition				
2. Disposing Real Property for Economic Development							
3. Disposing Real Property by Atomic Energy Act (AEA), Section 161g							
Other Interest in Real Property							
1. Acquiring or Granting an Easement							
2. Acquiring or Granting a License or Permit							
3. Acquiring or Granting a Right of Entry							
RECORDS MANAGEMENT	RECORDS MANAGEMENT	REQUIREMENTS, DOCUMENTS, AND RECORDS	RECORDS MANAGEMENT NUCLEAR OPERATIONS/FACILITY SAFETY				
Records Management		Records Management	Records Management				
1. Creating and Identifying Federal Records			Capture Methods, Results, and Ideas				
2. Ensuring the Adequacy of Documentation			Closeout Project Records				
3. Conducting a Records Inventory			File and Maintain Project Records				
4. Developing New Records Disposition Schedules			Manage Business Records				
5. Maintaining Records Efficiently			Manage Controlled Documents				
6. Using Records			Manage Project Records Managing Email Records Storage				
7. Transferring and Destroying Records			Plan for Managing Business Records				

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8. Managing Vital Records			-Plan for Managing Project Records- Managing Vital Records				
9. Coordinating Disaster Planning and Recovery			NUCLEAR OPERATIONS/FACILITY SAFETY Records Management Program				
REQUIREMENTS MANAGEMENT	FINANCIAL MANAGEMENT	REQUIREMENTS, DOCUMENTS, AND RECORDS	CONTRACTOR ASSURANCE	RESEARCH, DEVELOPMENT, AND ENGINEERING ENFIRONMENT, SAFETY, AND HEALTH	GOVERNANCE PLANNING AND PERFORMANCE	OFFICE OF THE CHIEF INFORMATION OFFICER (OCIO)	
Requirements Management	REQUIREMENTS MANAGEMENT	REQUIREMENTS MANAGEMENT	Analyze Requirements Requirements Analysis	Scope and Requirements	Requirements	Document Control & Requirements Management	
1. Identifying and Proposing New or Revised Requirements			Analyze Source Requirement Document for PNNL Requirements	ENFIRONMENT, SAFETY, AND HEALTH			Obtain Exception of Waiver
2. Reviewing and Commenting on DOE Justification Memoranda, DOE Project Justification Statements, Draft DOE Policies, Draft DOE Notices, and Certification Letters			Manage Requirements RevCom	Contractual Requirements			
3. Reviewing and Commenting on Draft DOE Directives			Review and Comment on Draft DOE Source Requirement Document in RevCom				
4. Processing Approved Requirements			Update Contract with DOE Orders				
5. Identifying and Removing Requirements			Review and Comment on Draft Non-DOE Source Requirement Document				

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6. Reviewing and Commenting on Draft DOE Technical Standards Invoked by a DOE Directive and Draft DOE Technical Standards Not Invoked			Review and Comment on Draft DOE Source Requirements Documents in RevCom Enterprise Risk Management				
Document Control Management		DOCUMENT MANAGEMENT	Manage Controlled Documents				
1. Identifying Controlled Documents							
2. Preparing and Submitting SCMS Documents							
3. Reviewing SCMS Documents							
4. Approving SCMS Documents							
5. Canceling an SCMS Document							
6. Biennial Review of SCMS Management System Documents							
7. Control Of Non-SCMS Documents							
8. Managing the Question/Comment Feedback Process							
9. Managing Office of Science (SC) Delegations of Authority							
10. Appointing a Management System Owner (MSO) or Secondary MSO							

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Lab Management Systems Reviewed: (1) Brookhaven National Lab, (2) Oak Ridge National Lab, (3) Pacific Northwest National Lab; (3) Argonne National Lab, (4) Fermi National Lab, and (6) SLAC National Lab.

SCMS MANAGEMENT SYSTEMS (SCMS) (Procedures Shown After SAs)	BNL SBMS (by MS & SAs, Procedures not included)	ORNL SBMS (by MS & SAs, Procedures not included)	PNNL HDI/M&O PROGRAMS (by MS & SAs, Procedures included)	ANL LMS (by MS & Scope)	FNAL GMS (by MS and MS topics only, NOT SAs. In same format as SCMS)	SLAC MS (by MS)	Lab Management Systems Areas NOT COVERED In SCMS (but may not be needed)
11. Performing Directed Changes							
12. Transferring an SCMS Document and/or SCMS Requirement							
SAFEGUARDS AND SECURITY PROGRAM AND EMERGENCY MANAGEMENT SYSTEM	SECURITY INFORMATION MANAGEMENT	EMERGENCY MANAGEMENT SAFEGUARDS AND SECURITY	EMERGENCY MANAGEMENT CONTRACTOR ASSURANCE CYBER SECURITY SAFEGUARDS AND SECURITY (139 Procedures)	ASSET MANAGEMENT INFORMATION SERVICES	EMERGENCY INFORMATION	ENVIRONMENT, SAFETY, AND HEALTH	
Access Authorizations	Badges, Passes, and Vehicle Identification	Site and Facility Access	Complete Prerequisite Checks for Visitor or Non-Staff Worker	Emergency Management	Emergency Management	Safeguards and Security	
1. Requesting an Access Authorization (AA)	Export Control		Host a Visitor or Non-Staff Worker	Security			
2. Implementing the Human Reliability Program (HRP)	Foreign National Visits and Assignments (Unclassified)		Security Plans				
3. Maintaining Security Awareness	Keys, Locks, and Cards for Security		Request Keys, Proximity Card or Access to Cypher Lock				
4. Authorizing Access to Sensitive Compartmented Information (SCI)	Nuclear Non-Proliferation Additional Protocol Complementary Access		Manage Classified Information	Classified Information Management			
5. Implementing the Homeland Security Presidential Directive (HSPD-12)	Nuclear Non-Proliferation Treaty Additional Protocol Declarations		Request a Badge Maintain a Badge				
6. Requesting Classified Visits			Request Approval for Foreign National Interaction				

MANAGEMENT SYSTEMS: BOLD & CAPPED

Subject Areas: **Bold**

Procedures: Standard

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7. Requesting an Access Authorization/Security Clearance Request for Headquarters (HQ) SC Federal and Contractor Employees	Site Debarment		Participate in Security Clearance Administrative Review Obtain and Maintain Security Clearance				
8. Requesting an Interim Access Authorization (AA)	Program Descriptions -Counterintelligence Program -Fraud, Waste, Abuse, Corruption, & Other Criminal Offenses -Integrated S&S Management -Operations Security (OPSEC)		-Active Shooter Response -Pandemic Influenza Plan -Recovery Plan -Travel Emergency Plan -Adverse Condition Notification -Communicator Notification -Operations Security Program				Active Shooter
Committee Foreign Investments in the United States		Foreign National Visits and Assignments	Request Approval for Foreign National Interaction				
1. Managing Foreign Investments in the United States							
Cyber Security	INFORMATION RESOURCE MANAGEMENT		Safeguards and Security	INFORMATION SERVICES	INFORMATION	OFFICE OF THE CHIEF INFORMATION OFFICER (OCIO)	
1. Maintaining the Office of Science (SC) Threat and Risk Statement	Cyber Security, Unclassified	Cyber Security	CONTRACTOR ASSURANCE Cyber Regulations Storage Notification	Cyber Security	Cyber Security	Cyber Security	
2. Monitoring for Unclassified Systems			Manage Classified Information				
3. Monitoring for Classified Systems			EMERGENCY MANAGEMENT				
4. Identifying Cyber Security Requirements for Unclassified Systems			Threat Assessment				

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5. Identifying Cyber Security Requirements for Classified Systems			CYBER SECURITY				
6. Performing Designated Approving Authority (DAA) Responsibilities			Cyber Security Program Plan CIR Security Plan Code of Conduct				
7. Maintaining the Office of Science (SC) Program Cyber Security Plan (PCSP)			Cyber Security Program Plan Cyber Security Event Response				
8. Privacy Impact Assessments			Information System Security Plan				
9. Response and Notification Procedures for Data Breaches Involving Personally Identifiable			Vulnerability Scanning USC System Security Plan				
10. Office of Science (SC) Multi-Factor Authentication (MFA) Exception Request			Cyber Security Management and Operations				
Emergency Operations	EMERGENCY	Emergency Preparedness and Response	EMERGENCY MANAGEMENT		EMERGENCY		
1. Ensuring Hazards are Identified	Automatic External Defibrillators (AED)		Building Emergency Travel Emergency				
2. Ensuring Planning, Preparedness, and Response for Operational Emergency Base Programs	Emergency Preparedness		Establish Building Emergency Personnel Crisis Communications Emergency Response and Notification				
3. Ensuring Planning, Preparedness, and Response for Hazardous Materials Programs		Spill Response and Discovery of Unsafe Chemical Conditions	Worker Safety & Health Facility Emergency Information Emergency Preparedness				
4. Preparation of the Continuity Program			-Business Continuity -Continuity of Operations				

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Export Control		Export Control Compliance	Obtain Foreign Assignment Agreement				
1. Managing Export Control			Request Approval for Foreign National Interaction				
Facility Clearance - Establishment/Termination		Facility/Asset Protection	SAFEGUARDS AND SECURITY				
1. Addressing and Identifying Foreign Ownership, Control, or Influence (FOCI)			Foreign Ownership, Control, or Influence				
2. Developing, Reviewing, and Approving Site Security Plans (SSPs)							
3. Reviewing and Approving Nuclear Material Control and Accountability (NMC&A) Plans							
4. Appointing a Facility Security Officer (FSO)							
5. Establishing Access Authorizations (AA) for certain Key Management Personnel (KMP) and Exclusion Procedures			Request Keys, Proximity Card or Access to Cypher Lock				
6. Establishing RIS (Reporting Identification Symbols)							
7. Terminating Registrations			Terminate Security Clearance		EMERGENCY		
Facility Operations					Protective Force		
1. Managing A Classified Matter Protection and Control (CMPC) Program	Operations Security (OPSEC)		SAFEGUARDS AND SECURITY		Contractor Protective Force		SCMS has limited information on Protective Force
2. Implementing and Managing an Incident of Security Concern (IOSC) Program			Classification Guidance for Non-DOE Funded Work				
3. Managing An Operations Security (OPSEC) Program			-COMSEC -Counterintelligence Support				

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4. Reviewing and Approving Shipper/Receiver Agreements			Limited Area Establishment Requirements				
5. Reviewing Significant Shipper/Receiver Differences			-Protection of SCIFs -National Security Alarm Response -Building Operations Control Center				
6. Establishing and Updating Nuclear Material Project Numbers			SAFEGUARDS AND SECURITY		EMERGENCY		
7. Submitting Nuclear Materials Inventory Assessments		Nuclear Materials Control & Accountability	-Nuclear Materials Management Plan and Lifecycle -Nuclear Materials		Materials Control and Accountability		
8. Identifying and Facilitating Classification Documentation							
9. Managing a Technical Surveillance Countermeasures (TSCM) Program							
Insider Threat Program		Information Protection	Insider Threat Program Plan and Response				
1. Forming a Local Insider Threat Working Group (LITWG)			Report Violent or Threatening Behavior Threat Assessment				
Safeguards and Security Annual Budget							
1. Safeguards and Security Budget Formulation							

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Safeguards and Security Oversight Activities							
1. Conducting SC-3 Independent Oversight Safeguards and Security (S&S) Surveys			CONTRACTOR ASSURANCE Independent Oversight Annual Assessment Plan				
2. Conducting Assessments							
Unclassified Visits and Assignments by Foreign Nationals		Foreign National Visits and Assignments					
1. Entering a Request into the Foreign Access Central Tracking System (FACTS)							
2. Verifying the Indices Check					EMERGENCY		
3. Preparing a Specific Security Plan (SSP)					Safeguards and Security Plan		
4. Preparing a Cyber Risk Assessment							
5. Notifying the Host of a Foreign National Visitor's Arrival							
6. Approving a Visit or Assignment of a National from a State Sponsor of Terrorism in the Foreign Access Central Tracking System (FACTS)			Obtain Foreign Assignment Agreement				
7. Verifying Approval of an Unclassified Foreign Visit or Assignment							

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COMPLETE LAB MANAGEMENT SYSTEMS THAT ARE NOT INCORPORATED INTO SCMS IN SOME MANNER

SCMS MANAGEMENT SYSTEMS (SCMS) (Procedures Shown After SAs)	BNL SBMS (by MS & SAs, Procedures not included)	ORNL SBMS (by MS & SAs, Procedures not included)	PNNL HDI/M&O PROGRAMS (by MS & SAs, Procedures included)	ANL LMS (by MS & Scope)	FNAL GMS (by MS and MS topics only, NOT SAs. In same format as SCMS)	SLAC MS (by MS)	Lab Management Systems Areas NOT COVERED In SCMS (but may not be needed)
				SCIENTIFIC USER FACILITIES			
				Create world-class facilities available to scientists and engineering in local, national, and international research communities			Scientific User Facilities (as the SC labs provide these opportunities)
				Operate and Maintain Facilities in Accordance with Missions and Goals			
				Direct Facility Operation Based on First-Rate Scientific Input			
				Facilities User Access			
				Create Awareness and Visibility of the SUF Activities and Accomplishments			
				Understand, Track, and Report Facility Metrics			

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Subject Areas: Bold

Procedures: Standard

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				STRATEGIC PLANNING			Strategic Planning (could be very beneficial to incorporate into SCMS)
			CONTRACTOR ASSURANCE	Identify Goals	PLANNING AND PERFORMANCE SCIENCE		SC has a Strategic Plan that could be linked from the SCMS Homepage as we do the ISC Service Plan.
			Strategic Planning	Collect and Review Strategic Plans	Strategic Planning and Goals Development Integrated Resource Planning		The SC Strategic Plan could be included in the SCMS Umbrella MS. Strategic planning is discussed much in it.
				Develop Plan with Milestones and Metric	Performance Oversight, Evaluation, and Management		
				Analyze Alignment with Sponsor Requirements	Laboratory Integrated Risk Management		
				Develop Implementation Pathway			
				Obtain Appropriate Approvals	Execute and Lead Strategic Plan		
				Coordinate with Entities Responsible for Implementing and Communicating Plan	Foster Continuous Improvement		
				Review Progress	Engage, Respond and Demonstrate to Stakeholder		
				Decide to Keep Plan, Revise It, or Retire It	Reports, Audits, Assessments		

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Procedures: Standard

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Appendix E MSC Effort Detail

<p align="center"><u>EVALUATION REPORT AND REVIEW</u> <u>SCMS MANAGEMENT SYSTEM OWNER (MSO)/SECONDARY MSO/AND POINT OF CONTACT (POC) PERCENTAGE OF EFFORT TO ADMINISTER MS RESPONSIBILITIES</u> <i>(Prepared 3/7/2018)</i></p>					
Management System	MSO	Dual MSO or SMSO	Dual MSO or SMSO (only if HQ MSO)	POC	Percentage of Effort
Budget and Financial Management	Ramona Nykodem, ISC-CH	Scott Frank, ISC-OR		Gary Beckner, ISC-OR	Nykodem-New MSO - 5% Biennial Reviews (limited activity yet, 4/2018 starts next biennial review)
					Frank-New SMSO - 1% Generally (limited activity yet, 4/2018 starts next biennial review)
					Beckner-New POC - 1% Generally limited activity yet, 4/2018 starts next biennial review)
Communications and Public Affairs	John Shewairy, ISC-OR	Vacant (Brian Quirke until 2016)		Jenni Hamilton, ISC-OR	Shewairy - 5% 2015 Biennial Review (good team effort) - 1% 2018 Biennial Review so far
					Quirke -15% during 2015 Biennial Review (Major Rewrite)
					Hamilton -- 2% Generally (limited requirements and updates needed) -30% during 2015 Biennial Review (Major Rewrite) -10% Start of 2018 Biennial prior to SCMS offline - 3% Directives
Equal Employment Opportunity, Diversity, and Inclusion	Moses Madera, ISC-OR	Jaime Claudio, ISC-OR			Madera - 1% Generally until 2019 Biennial Review starts -20% during development (brand new MS developed in 2017. As noted by MSO, SCMS Ops & Lead assisted in development)
					Claudio - 1% Generally until 2019 Biennial Review starts -20% during development brand new MS in 2017)

TEAM 5 - EVALUATION REPORT AND REVIEW
SCMS MANAGEMENT SYSTEM OWNER (MSO)/SECONDARY MSO/AND POINT OF CONTACT (POC) PERCENTAGE OF EFFORT TO ADMINISTER MS REPONSIBILITIES

Management System	MSO	Dual MSO or SMSO	Dual MSO or SMSO (only if HQ MSO)	POC	Percentage of Effort
Environment, Safety, and Health	Karl Moro, ISC-CH	Vacant		Karl Moro, ISC-OR	<p>Moro -25% Generally (weekly) -50%-75% during Biennial Reviews -50%-75% during Directives Review Board Actions.*</p> <p>The ES&H Management System covers such an array of functional areas it requires constant attention. I feel obligated to ensure the Management System is always fully functional and accurate and provides benefit to users. Because of this I'm regularly reviewing content to improve it by making sure it's up to date, figure out if additional content is required, and/or if it might be presented better. *This MSO has no SMSO or other POC. He is fully responsible to lead as required.</p>
Facilities Safety, Operations, and Infrastructure	Vacant (Russ Kelly left in 2/2018)	Jerry Kao, ISC-CH	Vacant (Andy De La Paz left in 10/17)	Vacant	<p>Kelly - 5% Generally -15% Biennial Reviews - 5% Directives</p>
					<p>De La Paz - 5% Generally -15% Biennial Reviews - 5% Directives</p>
					<p>Kao -10% Generally -15% Biennial Reviews</p>
Financial Assistance	Cynthia Anderson, ISC-CH	Susan Borthwick, ISC-OR		Michael Hill, ISC-CH	<p>Anderson - 1% Generally -75% 2016 Biennial Review (Major Rewrite)</p>
					<p>Borthwick -30% Biennial Reviews - 1% Directives & Standards Reviews</p>
					<p>Hill - 1% Generally -75% 2016 Biennial Review (Major Rewrite)</p>

TEAM 5 - EVALUATION REPORT AND REVIEW
SCMS MANAGEMENT SYSTEM OWNER (MSO)/SECONDARY MSO/AND POINT OF CONTACT (POC) PERCENTAGE OF
EFFORT TO ADMINISTER MS REPPONSIBILITIES

Management System	MSO	Dual MSO or SMSO	Dual MSO or SMSO (only if HQ MSO)	POC	Percentage of Effort
Human Resources Services	Regenia Griswold, ISC-CH	Melanie Kent, ISC-OR		Regenia Griswold, ISC-CH	Griswold -10% so far 2018 Biennial Review -20% Biennial Reviews prior to 2017 SC HR Shared Service Center transition) -30% Directives Reviews
					Kent -10% so far 2018 Biennial Review -20% Biennial Reviews (prior to 2017 SC HR Shared Service Center transition) -30% Directives Reviews
Information Technology	Eric Linderman, SC-45	Jason Miller, SC-45	James Luck, SC-45	Eric Linderman, SC-45	Linderman - 1% Generally
					Miller - 0% (No response)
					Luck - 2% Generally, less than 2% over last 3 years)
Legal Services	Kim Donham, ISC-CH	Wendy Bryant, ISC-CH		Jennifer Harling, ISC-CH	Donham - 1%-2% Generally - 5% Biennial Reviews
					Bryant - 3% Generally - 3% Biennial Reviews - 4% Directives Reviews
					Harling - 1%-2% Generally - 5% Biennial Reviews

TEAM 5 - EVALUATION REPORT AND REVIEW
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Management System	MSO	Dual MSO or SMSO	Dual MSO or SMSO (only if HQ MSO)	POC	Percentage of Effort
Management and Operating Contracting	Steve Jones, SC-32	Roberta Ahlberg, ISC-CH	Susan Borthwick, ISC-OR	Chadsey Kittock, SC-32	Jones - 5% Generally -20% Biennial Reviews
					Ahlberg - 5-10% Generally -35% Biennial Reviews
					Borthwick - 30% Biennial Reviews - 1% Directives & Standards Reviews
					Kittock - 5% Generally -20% Biennial Reviews
Non-Management and Operating Contracting	Susan Borthwick, ISC-OR	Dennis Wilson, ISC-CH		Susan Borthwick, ISC-OR	Borthwick -50% Biennial Reviews - 1% Directives & Standards Reviews
					Wilson - 3% Generally -40% Biennial Reviews
Office of Science Management System (Lead Umbrella MS)	John Greenwood, Acting, ISC-CH	Kenneth Tarcza, ISC-OR		John Shewairy, ISC-OR, Mgmt. POC	Greenwood (Acting) -POCs update MS
					Tarcza -POCs update MS
					Shewairy - 1% Biennial Review
				John Adachi, ISC-CH, Mgmt. POC	Adachi - 1% Biennial Review
	Jennifer Hamilton, ISC-CH, MS POC	Hamilton - 4% Generally -40% Biennial Reviews			

TEAM 5 - EVALUATION REPORT AND REVIEW
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Management System	MSO	Dual MSO or SMSO	Dual MSO or SMSO (only if HQ MSO)	POC	Percentage of Effort
Personal Property Management	Rebecca Whitehead, ISC-OR	Vacant		Karen Herrell, ISC-OR	Whitehead - 5% Generally -15% Biennial Reviews -10% Directives & Standards Reviews
					Herrell -10% Biennial Reviews (higher if major rewrite)
Project Management	Stephen Meador, SC-28	Kin Chao, SC-28	(No field SMSO)	Kin Chao, SC-28	Meador -1% Generally
					Chao -10% Generally
Quality Assurance and Oversight	John Adachi, ISC-CH	Randall Smyth, ISC-OR		Tracy Sims, ISC-CH	Adachi - 1% Generally -10% Biennial Reviews (Assigns SMEs who work 5% during Review) -33% Directives & Standards Reviews
					Smyth – New SMSO - 5% Biennial Reviews
					Sims - 3% Generally -15% Biennial Reviews - 5% Directives & Standards Reviews
Real Property Management	Tracye Baber, ISC-OR	Marla Larsen-Williams, ISC-CH		Laura Troche, ISC-CH	Baber - 3% Generally -25% Biennial Reviews
					Larsen-Williams - 3% Generally -25% Biennial Reviews
					Troche - 3% Generally -25% Biennial Reviews

TEAM 5 - EVALUATION REPORT AND REVIEW
SCMS MANAGEMENT SYSTEM OWNER (MSO)/SECONDARY MSO/AND POINT OF CONTACT (POC) PERCENTAGE OF EFFORT TO ADMINISTER MS RESPONSIBILITIES

Management System	MSO	Dual MSO or SMSO	Dual MSO or SMSO (only if HQ MSO)	POC	Percentage of Effort
Records Management	Jennifer Hamilton, ISC-OR	Georgette Lane, ISC-CH		Jennifer Hamilton, ISC-OR	Hamilton- New MSO - 1% Generally -15% Biennial Reviews - 5% Directives Reviews
					Lane -15% Biennial Reviews
Requirements Management	John Shewairy, ISC-OR	Tracy Sims, ISC-CH		Jennifer Hamilton, ISC-OR	Shewairy - 1% Generally
					Sims - 1% Generally -10% Biennial Reviews - 3% Directives & Standards reviews
					Hamilton - 5% Generally -60% Biennial Reviews -25% Directives & Standards Reviews
Safeguards and Security Program and the Emergency Management System	Earl Hicks, SC-31`	Frank Healy, ISC-CH	Eric Gilbert, ISC-OR	Vacant	Hicks - 5% Generally -50% Biennial Reviews -75% Directives/Standards reviews
					Healy -10% Generally
					Gilbert - 5% Generally

TOTAL OVERALL EFFORT SPENT ON ADMINISTERING SCMS MANAGEMENT SYSTEMS

BY MSOs/SMSOs/POCs

Highest Effort					60%-75% (Depending on MS Activity)
Lowest Effort					0%-5%
Overall Average					1. <u>Generally</u> – 4.1% (Range 1% -25%) (36 Responses) 2. <u>MS Biennial Reviews</u> – 21.6% (Range 1%-75%) (43 Responses) 3. <u>Directives/Tech Std Reviews</u> 18.3% (Range 1%-75%) (17 Responses)
Total Effort					
MSO/SMSO/POC (49 Possible Responses on Each Area)					

TEAM 5 - EVALUATION REPORT AND REVIEW
SCMS MANAGEMENT SYSTEM OWNER (MSO)/SECONDARY MSO/AND POINT OF CONTACT (POC) PERCENTAGE OF
EFFORT TO ADMINISTER MS RESPONSIBILITIES

SUMMARY OF RATIONALE AND REASONING BEHIND RESPONSES

Since 2013 I have had federal oversight for the SCMS Operations team and have worked with SCMS since its inception and every day since it was launched on January 1, 2009. The responses from each MSO, SMSO, and POC are very valuable to note and important to us in SCMS Operations. There are several important factors to consider while reviewing this MSO/SMSO/POC effort report.

- During 2017, there were 9 Biennial Reviews occurring, while there were 9 not due until 2018.
- In 2015 we made a major change to Biennial Reviews, from Annual Reviews, of each Management System to not compromise the MSO's time.
- The MSO's time will show a variance due to whether their Biennial was due in 2017 or not.
- The Directives reviews were reduced in 2017 due to the Directives & RevCom Refresh that Science led throughout DOE. So in 2017, the Directives Review time is lower than previous years when at times we had as many as 20 directives going through review at one time. ESH gets many related directives for review.
- Three Management Systems had total rewrite overhauls; Financial Assistance; Environment, Safety, and Health; and Non-Management and Operating Contracting. These all took longer for the MSOs as they had not been updated in at least five years due to changes in lead positions.
- One New Management System was created, Equal Employment Opportunity, Diversity, and Inclusion. This was a collaborative effort between the dual MSOs and SCMS Operations, resulting in shared effort and time.
- Some MSOs manage updates very effectively and utilize their Subject Matter Experts to do their related portions of the updates (Subject Areas or Procedures). That is what I encourage each MSO to do to maximize benefit and minimize singular MSO effort.
- Some MSOs do not have current SMSOs which increases their singular effort, and some have SMSOs do not have MSOs. We hope to reconcile that very soon and get new people in place in all vacancies.
- The Information Technology MS has not had updating since 2013 due to the IT OSC Complex effort, but we hope to update it to include all its internal sites, requirements, and information into one location.
- The Human Resources Services MS has not been updated since 2014 due to the establishment of the HR Shared Services Centers (HRSSC) and the realignment of responsibilities. In 2018 the HRD MS will be updated to accommodate those changes and give direction to new HRSSC Standard Operating Procedures.
- The largest percentage of time spent by the MSOs on the MSs is during the Biennial Reviews. General upkeep and reviews of directives or invoked technical standards as requirements is minimal.
- The MSO/SMSO/POC roles are vitally important to the success of SCMS and we in SCMS Operations are here to help and assist in any way possible to reduce their involved effort and make it a very shared endeavor with an advantageous balance to benefit both and compromise neither.

Appendix F Senior Advisory Committee Feedback

Review #1 Completed November 2018

Co-Chairpersons

Robert Gordon, BHSO

Stephen W. Meador, OPA(now retired)

Review Committee

Shahida Afzal, FES

Rock Aker, ASO

Cindy Baebler, AMSO

Geoffrey deBeauclair, CSC

Joseph Eng, BHSO

Brian Huizenga, OPA (now with PM)

Kathleen Klausling, SC-21

Ted Lavine, HEP

Johnny Moore, OSO

Igor Pedan, EI-12

Joanna Serra, SC-4

Paul Shlesinger, SC-22

Michael Zarkin, SC-3.4

Review #2 Completed August 2020

Co-Chairpersons

Robert Gordon, BHSO

Mike Bartell, SC-43

Review Committee

Shahida Afzal, FES

Rock Aker, ASO

Cindy Baebler, AMSO

Ben Brown, SC-31.2

Geoffrey deBeauclair, CSC

Kathleen Klausling, SC-21

Ted Lavine, HEP

Johnny Moore, OSO

Joanna Serra, SC-4

Paul Shlesinger, SC-22

Michael Zarkin, SC-3.4

Office of Science Management System (SCMS) Renewal

Review Date: **November 15, 2018**

Location of Review: **Remote (Zoom)**

Review Co-Chairs: **S. Meador/B. Gordon**

Project Contacts: **John Shewairy/Jerry Kao**

Program Lead: **Marc Jones**

Type of Review: **Advisory**

SUMMARY

The purpose of this review was to assess the current progress and strategy of the SCMS Renewal initiative. The SCMS is designed to function as a desk reference and tool for sustaining the SC operational culture of excellence for the field and headquarters. SCMS primarily focuses upon management of SC functions and requirements, oversight, and business practices conducted by SC Federal employees. The SCMS Renewal initiative is to create a more efficient, secure, user friendly, and flexible long-term SCMS platform. The Committee commended the SCMS Renewal project team for the progress to date. However, more thought needs to go into the best approach to roll-out the new system and how to incorporate potential improvements from the focus groups and survey instruments. Additional emphasis needs to be placed on developing a comprehensive security plan to include data sensitivity categorization and a governance plan prior to going live.

FUNCTIONALITY REVIEW

Overall, the functionality review area was thorough and complete. The project team needs to clearly identify who will function as the super administrator and those that are required to be system administrators. The project team should develop an integrated security plan in coordination with OSTI. The project team should consider developing a user guide for all SCMS users for the new platform. The Committee inquired about developing links in SCMS to external sites such as the Policy Center to broaden SCMS renewal effectiveness and appeal.

SCMS RENEWAL STRATEGY

The SCMS renewal strategy is sound. The Committee expressed that a best practice would be to develop a clearly delineated list of assumptions underpinning the strategy and key project documents. The project team has a good handle on what is required for SCMS Renewal implementation in the near term. However, additional thought needs to be given to potential future challenges, such as SCMS annual costs for the new platform using Sitecore and its risks/limitations. Also, is there a long-term vulnerability/impact to relying on OSTI/Federal employees for maintaining and improving the platform?

SURVEY and FOCUS GROUP QUESTIONS

The Survey and Focus Group questions were comprehensive and well thought-out. To increase the chance of good participation and meaningful comments the SCMS Renewal team should ensure that the communication plan provides notifications to SC users regarding the surveys. The Committee discussed the importance of having a point-of-contact identified on the survey, should additional information/discussions regarding an input be desired. Another consideration to encourage more open participation was to include additional space after questions in the survey instruments for fill-in comments by the respondent.

SCMS and LABORATORY MANAGEMENT SYSTEMS CROSSWALK and BENCHMARK

The SCMS Renewal team accomplished a comprehensive and appropriate crosswalk and benchmark of SC management systems that are currently being deployed in the field. The project team should be commended for their efforts in this area. Clearly the SCMS Renewal will be a valuable tool for all sites once implemented.

SCMS Demo

The Committee was invited to view a SCMS Demonstration, which happened to be scheduled during the review. The demonstration was focused on the back end of the system, so the Committee had a chance to see some of the inner workings of the new system. For the general SC user, it would be beneficial to create a demo illustrating the front-end and highlight the improvements/workings of new system. The project team needs to verify 508 compliance of the SCMS Renewal. Section 508 is part of the Rehabilitation Act of 1973. The 508 standards and guidelines ensure that information and communications covered by Section 508 are accessible to individuals with disabilities. The Committee recommended the team reach out to DOE public affairs regarding compliance.

KEY RECOMMENDATIONS

- Develop an integrated security plan in coordination with OSTI before going live with the full launch of the system in January.
- Document all critical current and future support functions with an appropriate understanding and agreement.
- Ensure the communication plan provided notifications to users about the survey to increase the chances of good participation and meaningful comments.
- Include the IT platform alternatives analysis in the Final Report Chapter 3.
- Include discussion of the results from the crosswalk into the Final Report Chapter 1.

Final Report on the DOE/SC Review of the

Office of Science Management System (SCMS) Renewal

Zoom Meeting
November 15, 2018

B. Gordon / S. Meador
Committee Co Chairs

Office of Science, U.S. Department of Energy
<http://www.science.doe.gov/opa/>

1

Charge Questions

1. Is the SCMS Functionality Review outline complete? Is the SCMS Renewal strategy sound? **Yes**
2. Are there any other areas of SCMS that the functionality review team should look at? **Yes**
3. Are the survey and focus group questions comprehensive and appropriate? **Yes**
4. Is the SCMS and laboratory management systems crosswalk and benchmark adequately complete? **Yes**

2

Charge Question 1: Is the SCMS Functionality Review outline complete? Is the SCMS Renewal strategy sound?

Comments

- The functionality review area was thorough and complete
- Agree with the overall focus group plan
- Ensure proper identification of SCMS platform revisions in regards to the SCMS project
- Develop a communications plan to prepare users prior to going live and consider a webinar/lunchtime launch introduction
- Ensure a proper balance of focus group participants

3

Charge Question 1: Is the SCMS Functionality Review outline complete? Is the SCMS Renewal strategy sound?

Comments

- Include an assessment of the potential for eliminating/validating both management systems, subject areas or procedures or integrating them
- External sites like the Policy Corner being connected to SCMS needs to be carefully thought through
- Need to determine the super administrator and those that are needed to be system administrator
- Ensure proper communication (security planning session) with OSTI regarding the security of SCMS which includes data sensitivity categorization and governance plan

4

Charge Question 1: Is the SCMS Functionality Review outline complete? Is the SCMS Renewal strategy sound?

Comments

- Develop an integrated security plan in coordination with OSTI
- Consider developing a User guide for all SCMS users in the future for the new platform

Recommendations

- Develop an integrated security plan in coordination with OSTI before going live with the full launch of the system in January

5

Charge Question 2: Are there any other areas of SCMS that the functionality review team should look at?

Comments

- IT Section – Risk/limitations to using Sitecore? Is there a long term vulnerability/impact to using OSTI/feds?
- Management/Admin – standardized vs custom format? Which one is better?
- Cost/Effort – What are the potential future SCMS annual costs for the new platform using Sitecore?

Recommendations

- Document all critical current and future support functions with an appropriate understanding and agreement

7

Charge Question 2: Are there any other areas of SCMS that the functionality review team should look at?

Comments

- The overall format and chapters for the SCMS report appears complete, however clearly delineate all assumptions.
- Within each of the chapters, there are additional items to include. See charge 1 comments for the additional items to include.
- Ensure documenting all critical current and future support functions with an appropriate understanding and agreement.
- Include a timeline with key milestones in the report including a path forward.

6

Charge Question 3: Are the survey and focus group questions comprehensive and appropriate?

Comments

- Ensure the communication plan provides notifications to users about the survey to increase the chances of good participation and meaningful comments
- Include proper introduction of SCMS to non-users
- Review the survey to accommodate proper user and non-user input
- Coordinate SCMS platform comments with the survey/focus group data
- Consider including in the survey more open ended comments for feedback on SCMS

8

Charge Question 3: Are the survey and focus group questions comprehensive and appropriate?

Comments

- Include POC contact information in the survey for additional follow-up

Recommendations

- Ensure the communication plan provides notifications to users about the survey to increase the chances of good participation and meaningful comments

9

Charge Question 4: Is the SCMS and laboratory management systems crosswalk and benchmark adequately complete?

Comments

- The functional element factors used in the management and admin benchmark were comprehensive and appropriate.
- The benchmark/crosswalk adequately showed the differences in management systems between SCMS and the labs.
- Ensure to include the IT platform alternatives analysis in Chapter 3
- Include discussion of the results from the crosswalk into Chapter 1

10

Charge Question 4: Is the SCMS and laboratory management systems crosswalk and benchmark adequately complete?

Recommendations

- Include the IT platform alternatives analysis in the Final Report Chapter 3
- Include discussion of the results from the crosswalk into the Final Report Chapter 1

11

SCMS Demo

Comments

- The demo showed more of the back-end of keeping the content up to date vs. the user experience
- Consider creating a demo for the SC audience.
- Verify 508 compliance. (Test and statement)
 - Consider reaching out to DOE public affairs regarding compliance

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Office of Science Management System (SCMS) Renewal

Review Date: **August 2020**

Location of Review: **Remote**

Review Co-Chairs: **B. Gordon/M. Bartell**

Project Contacts: **Mike Epps**

Program Lead: **Marc Jones**

Type of Review: **Advisory**



OFFICE OF
SCIENCE

**Review of the Final Report
Office of Science Management System
(SCMS) Renewal
August 2020**

B. Gordon / M. Bartell – Co Chairs

**Members: Cindy Baebler, Rock Aker, Geoffrey DeBeauclair, Kathleen Klausing,
Johnny Moore, Joanna Serra, Paul Shlesinger, Michael Zarkin, Ted Lavine,
Shahida Afzal, Benjamin Brown**

1

SCMS Advisory Committee Tasking

1. Perform a quality assurance review of the report. **(Completed)**
 - Are there any areas of the report that need additional detail or information? **(No)**
 - Provide any additional feedback or input on the recommendations. **(Completed...see below)**
2. Provide an endorsement of the recommendations (14, inclusive of 1 late addition) and path forward for SCMS. **(The Advisory Committee recognizes the efforts made to rescue the system and conceptually endorses the path forward with the actions outlined below)**
3. Is the SCMS path forward appropriate and reasonable? **(Yes, SCMS is once again functional, and is well positioned to continue to move forward, but key issues noted below need to be addressed)**
4. Does anything else need to be considered prior to implementing the path forward? **(Yes, see Advisory Committee observations and recommendations)**
5. Evaluate whether the Team addressed the original DDFO charge **(Objectives met)**

General observations:

- The renewal team did an admirable job of rescuing a system that can be of considerable value to the SC enterprise.
- Extensive energy was put into the early development and execution of SCMS, the renewal team capitalized on that effort and made the system safer (from a cyber perspective) and more contemporary.
- The use of surveys and focus groups were effective means to obtain stakeholder insight into the many key questions regarding use, value, reliance, direction, content, and path forward.
- The survey respondent rate (13% overall, with few from HQ) was low. In reviewing the comments from the surveys and focus groups, it appears that there is still confusion over the purpose and expectation for enterprise-wide application of SCMS. The low respondent rate is a concern of the Advisory Committee; it may be indicative of underlying questions/issues, such as a user-perceived lack of benefit and/or a lack of SC leadership commitment to support adoption of SCMS across the SC enterprise.
 - **Renewal Team Response:** The low response rate can also be attributed to the survey notification going out to the SC community via an FYI Science email that many may have missed.
- SCMS content is still not current, which may also be restraining user confidence/acceptance.
- There is an opportunity for SCMS to be a broader, one-stop-shop for SC policies and procedures for getting work done. It also can be the SC standard for indoctrinating new employees to work practices and procedures, to be a training tool and reference guide.
- To a large extent, SCMS has relied on volunteers. The Renewal Team did not suggest how to formally recognize, and pragmatically address, the time and effort required by those for whom SCMS updates and maintenance is a collateral performance requirement.
- Many of the recommendations in the draft report require commitments of people, funds, system changes and updates. Further analysis would be required to identify key decision points for contracts, funding, and content development over the next 2-3 years that would provide a basis for a decision by SC leadership.
- There are too many recommendations to consider all at once. The 15 recommendations in the front end of the report and the innumerable recommendations in the attachment from the focus groups must be evaluated and prioritized before the Advisory Committee and SC leadership can provide definitive direction and decisions.

Recommendations

- a) The Advisory Committee recommends that SC senior leadership formally articulate SCMS's purpose in the context of an SC knowledge management strategy. Is the focus of SCMS the Field Operations line (it's traditional strength) or SC as a whole? A definitive purpose and SC community utilization expectation must be made by senior SC leadership if their intent is for SCMS to be successfully embraced in all quarters of the SC organization.

If SC leadership affirms the strategic importance of SCMS and the SC-wide expectations for its use,

- **Renewal Team Response - This was already included as a recommendation from the SCMS renewal Team in the report. We appreciate the SAC reiterating the importance of this initiative.**
 - SC leadership should define the goals and objectives for the next phase of the SCMS Renewal project. The Advisory Committee agrees with the Renewal Team that standing up an SCMS Advisory Committee comprised of leadership from SC-2, 3 and 4 will promote senior leadership engagement in SCMS and promote its adoption across the SC enterprise.
 - SC leadership should appoint/reappoint MSCs and other participants in the renewal process and should assign a senior SC manager/SOM/SES to work with the MSC's to make sure they have the resources to be successful and make changes need to improve SCMS further.
 - **Renewal Team Response – This has already been done. As part of the renewal effort the DDFO realigned coordination of several management systems to reflect the recent SC reorganization and created new roles to manage content and ensure HQ/CSC ownership and full representation from the Site Offices.**
 - **The SC Field Coordinator is the lead for SCMS at HQ and is works with the MSC's. Also, SCMS Operations is works directly with each MSC team to develop an approach of having separate SMEs for each Subject Area and Procedure to effectively distribute the workload involved for each Management System and not burden down the MSC's*.**
 - To continue the momentum to make SCMS useful and build on the good efforts expended thus far, SC leadership should ensure the appropriate resources are available.
- b) The Renewal Team report contains many recommendations; since not all recommendations are equal, the exhaustive list of recommendations contained in the Renewal Team's report, that came out of the survey and focus groups, needs to be prioritized based on the strategy adopted by SC leadership. Perhaps a subgroup of the Renewal Team can review the recommendations to fine tune, prioritize them and identify definitive decision points to allow SC leadership to evaluate progress and paths forward before committing resources.

- Renewal Team Response - The main recommendations from the report have been relisted in the executive summary in priority order.
- c) The Advisory Committee does not agree with the Renewal Team’s recommendation to incorporate SCMS-related elements in all SC staff performance plans. Rather, creation of SCMS performance elements may be more appropriate for those assigned SCMS-related tasks (i.e. content update)
- Renewal Team Response – Reword the recommendation to include SCMS performance elements in SC staff performance plans as appropriate.
- d)
- e) The Renewal Team’s recommendation to add to Management Systems and Subject Areas gleaned from the Laboratory benchmarks should be shared with the respective Process Stewards and Implementation Leads. Given the complexity Laboratory systems, the Process Stewards and Implementation Leads are in the best position to determine the value, appropriateness and need for the additions.
- f) In view of the already heavy load of required training courses annually for supervisors and staff, the Advisory Committee does not endorse the Renewal Teams recommendation for required biennial SCMS training. Training should be available however, on an as-needed basis.
- Renewal Team Response – We respectfully disagree with the committee’s conclusion on this item. This Renewal Team heard a theme over the past 3 years that there is a lack of understanding about the purpose of SCMS, what it is used for, who is required to use it, etc. This recommendation is based on an identified and communicated need from the SC community. The training doesn’t need to be burdensome, but there is a need for it. A Power Point Presentation to address these topics is in preparation and will be posted on the SCMS website homepage for easy access.
- g) There appears to be variability from management systems to management system regarding how it addresses “References.” Some have simple links to generic sites, while others have extensive lists of Orders, Standards, delegations, relevant letters etc. Examples would include contrasting the ES&H Management System Reference section to that of the Legal Services. If the intent was to make SCMS a consistent, self-contained system to reduce the opportunity for conflicts or generalized information, then a holistic review will need to be performed to assure consistency.
- Renewal Team Response - The References are provided as guidelines to consider. The Requirements are the drivers. The ESH management system has far more requirements, given the breath of all the functions it includes, than the Legal Services management system does. Both also have a different number of Subject Areas where driving required functions must be addressed. ESH has 13 Subject Areas, 3 Program Descriptions, and 60 Procedures, driven by over 338 requirements. Legal Services has 5 Subject Areas and 28 Procedures which are driven only by 64 Requirements.

- h) Improving user acceptance should be a high priority. To continue to improve SCMS, understand broad acceptance/use and gauge interest in Subject Areas and Management Systems, the Advisory Committee recommends that the design of enhanced system tools, metrics and analytics be explored.
- **Renewal Team Response** – The team agrees with the need for additional metrics and analytics however the new SCMS platform has less flexibility than the previous platform. As a result, adding enhancements is not as straightforward as it once was. SCMS Operations will continue to work with OSTI to develop and incorporate new functionality.
- i) SCMS should leverage Sitecore’s heuristic search capabilities to maximize user-acceptance. For example, simple training on how to access, use and search in the system should be available through user-friendly links within the system to allow for visual “how do I.....,” in much the way that You Tube serves that function on the web. Dedicated Sitecore development resources to support SCMS may be required.

Editorial comments

- **The numbering of the recommendations under the various categories seems odd.**
- **Remove all references to SC-3, 4, etc., since the organization’s numbering system changed during the course of the study.** Done.
- **It is not entirely clear who the entity “SCMS Operations” is. Since they appear to be vested great responsibilities, they should be better identified in the report.** SCMS Operations has been defined in the report.
- **The report has a lot of detail in the Appendices, may want to consider not including some of the items. It’s all good stuff to keep somewhere, but maybe not in the report.** The information in the Appendices supports the outcome, findings, and recommendations of Renewal Team.
- **Editorial comments provided as an Appendix to this assessment**
- **Should the Executive Summary be after the Table of Contents?**
- **Throughout the document, make sure acronyms are defined in the first occurrence. Example: “MSC” on page iii.** Done.
- **On pages iii, 13 and 17 (and maybe other places), the word “implementability” is not a word. Suggest using “ability to implement”.** Done.

- On pages iv, 15 and 17, the term “Work For Others” should be replaced with “Strategic Partnership Projects”.
- On page 6, fifth paragraph, this is an awkward sentence:
- “Sitecore is more of an external facing website platform which gives more of the user experience we are looking for in SCMS, not necessarily that we want it externally facing, but the experience is different.”
- Suggest breaking into two sentences.
- On page 11, agencyQ should be capitalized in a couple of instances that it was not. [agencyQ is the copyrighted name of company.](#)
- page iii under 9: Not clear what is meant by: Offer an Alternative SCMS Management System Description (MSD) structure which would reduce duplication of effort in maintaining dual systems while still enabling SCMS to be the “one-stop-shop” SC Management System [Rewritten version: Offer an Alternative SCMS Management System Description \(MSD\) structure which would direct the user to an different website where the information is already provided, such as with PAMS, STRIPES, etc. This would prevent duplicating the same information in SCMS and reduce the effort of maintaining dual systems but would still enable SCMS to be the “one-stop-shop” SC Management System. This idea was offered to easily incorporate direct links to other systems so anyone could go directly to SCMS and find everything they need related to requirements and procedural approaches utilized by SC.](#)
- On page 7, the “Previous Content Approval Process” cites the term MSC. Since it is referring to the pre-renewal process, MSO seems more appropriate. [Done](#)