

U.S. DEPARTMENT OF ENERGY
OAK RIDGE OPERATIONS OFFICE



**OFFICE OF ASSISTANT MANAGER FOR
ASSETS UTILIZATION**

**OFFICE/FACILITY-SPECIFIC
QUALIFICATION STANDARD**

DRAFT

04/21/00

**MAY 2000
REVISION 0**

CONCURRENCE AND APPROVAL

The DOE Oak Ridge Operations' Office (ORO) Office of Assistant Manager for Assets Utilization (AMAU) is the sponsor for this Assets Utilization (AU) Office/Facility-Specific Qualification Standard. The AU management team is responsible for reviewing the qualification standard to ensure that the technical content is accurate and adequate for its intended application and for ensuring that the qualification standard is maintained current. Concurrence with this qualification standard by the AU management team is indicated by the signatures below.

The Training and Development Group (TDG) Leader coordinates implementation of the technical qualification program and assists line managers in the development of ORO office/facility-specific qualification standards. Concurrence with this qualification standard by the TDG Group Leader is indicated by signature below.

The ORO AMAU is the approval authority for this qualification standard.

CONCURRENCE:

_____ J. T. Howell, Office of Assistant Manager for Assets Utilization	_____ Date
_____ Larry Clark, Director, Reindustrialization Division	_____ Date
_____ Vince Adams, Director, Facilities and Materials Reuse Division	_____ Date
_____ Larry Kelly, Director, Technical Oversight and Implementation Division	_____ Date
_____ Jim Vosburg, Leader, Training and Development Group	_____ Date

APPROVAL:

_____ Robert Brown, Assistant Manager for Assets Utilization	_____ Date
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ABOUT THIS STANDARD:

The AU Office/Facility-Specific Qualification Standard is part of the Technical Qualification Program (TQP) required by DOE O 360.1A, *Federal Employee Training*, and DOE M 360.1A-1, *Federal Employee Training Manual*, and supplements the department-wide General Technical Base and functional area qualification standards. It contains the competency requirements that AU staff assigned to the Technical Qualification Program need in order to perform assigned activities. Documented satisfactory completion of the competencies contained in this qualification standard ensures that the AU staff enrolled in the TQP are qualified to fulfill their duties and responsibilities.

The competency statements define the expected capabilities that an individual must possess. Each of the competency statements is followed by a listing of supporting knowledge and skill statements that further amplify and describe the intent of the competency. The supporting knowledge and skill statements are not additional requirements and do not necessarily have to be fulfilled to meet the intent of the competency.

The competencies identify a familiarity level or a working level of required knowledge, or they require the individual to demonstrate the ability to perform a task or activity. **Familiarity level** is defined as a basic knowledge of or exposure to the subject or process adequate to discuss the subject or process with individuals of greater knowledge. **Working level** is defined as the knowledge required to monitor and assess operations/activities, to apply standards of acceptable performance, and to reference appropriate materials and/or expert advice as required to ensure the safety of Department activities. **Demonstrate the ability** is defined as the actual performance of a task or activity in accordance with policy, procedures, guidelines, or accepted industry or Department practices.

COMPLETION OF COMPETENCIES

Exemptions are not to be used in this phase of the qualification program. The competencies listed in this standard represent a core of knowledge and skills necessary for Oak Ridge Operations AU qualification. Individual areas of expertise may be documented by adding any of the TQP functional area standard competencies on the employee's technical qualification record. However, these added competencies are considered developmental in nature and are not required.

Equivalencies may be granted for individual competencies based upon an objective evaluation of the employee's prior education, training, and/or experience. Documentation of equivalencies indicates how the competency requirements have been met. The supporting knowledge and skill statements should be considered when evaluating an employee's ability with respect to each competency requirement.

Verifying and documenting that the competencies have been met may be accomplished by the AU management team, or by a subject matter expert (SME) designated by the AU management team. Although the evaluation may be documented (evaluator notes, certificates of course completion, test reports, etc.), the supervisor's signature on the Technical Qualification Record is necessary to show completion of the competency.

Any of the following methods may be used to fulfill incumbent competency. Each fulfillment method is required to be documented.

- Formal education (college courses and academic degrees)
- Training (DOE, DOE contractor, other agency, vendor)
- DOE experience
- Equivalencies for prior experience, education, and training
- Documented oral evaluation
- Documented observation of performance
- Documented results of a written examination

COMPETENCIES

- 1. Assets Utilization personnel shall demonstrate a familiarity level knowledge of the past basic operations and processes for DOE Oak Ridge defense nuclear and other hazardous material facilities.**

Supporting Knowledge and/or Skills

- a. Discuss the primary mission of ORO and the purpose of the key defense nuclear and other hazardous material facilities.
- b. Describe some of the key operations processes performed at ORO defense nuclear facilities.
- c. Discuss the major nuclear safety risks to workers and the public resulting from operations at ORO defense nuclear facilities and other facilities containing or processing hazardous materials.
- d. Identify the major non-nuclear hazards associated with operations at ORO defense nuclear facilities and other facilities containing or processing hazardous materials.

- 2. Assets Utilization personnel shall demonstrate a familiarity level knowledge of the DOE, state, and local regulations, including Federal Facilities Agreements (FFAs).**

Supporting Knowledge and/or Skills

- a. Identify the applicable DOE, state, tribal, and local regulations.
- b. Discuss and describe the relationship between the DOE, state, tribal, and local regulations.
- c. State the purpose and applicability of the identified regulations.
- d. Compare the roles of the contractor and DOE personnel with regard to each of the above regulations.

- e. Describe and provide examples of effective interactions between the applicable state and Federal agencies.
 - f. Discuss how Work Smart Standards and the use of the Standards/Requirements Identification Documents (S/RIDs) promote contractor compliance.
- 3. Assets Utilization personnel shall demonstrate a familiarity level knowledge of the following Acts and the corresponding rules and regulations and their applicability to ORO activities:**
- **Davis-Bacon Act**
 - **Service Contract Act**
 - **Price-Anderson Amendments Act.**

Supporting Knowledge and/or Skills

- a. Describe the purpose, scope, and requirements for each rule.
 - b. Discuss the applicability of the rules to AU activities.
 - c. Discuss the role of AU personnel in implementing the requirements of these rules.
 - d. Discuss the civil and criminal penalties imposed as the result of a violation of these rules by ORO, contractors, or subcontractors.
- 4. Assets Utilization personnel shall demonstrate a working level knowledge of performance-based contract management principles and practices as applied to ORO and oversight of the contractor.**

Supporting Knowledge and/or Skills

- a. Define performance-based contract management (PBCM) and discuss how it is being implemented at ORO.
- b. Discuss how the following PBCM elements are applied by AMAU in managing site activities:
 - Results oriented statements of work
 - Objectives, measures, and expectations
 - Performance incentives
- c. Describe performance-based practices used to evaluate project management, cost estimating, maintenance, real estate, and utilities under the Life Cycle Asset Management implementation process.
- d. Explain the AMAU staff's general duties and tasks in the contractor performance appraisal process.

- e. Participate in a contractor performance appraisal using appropriate site contractor performance objectives, measures, and expectations.
- f. Act as the principal liaison between contractor and DOE identifying contractor deliverables, objectives, timeliness, assumptions, constraints, and priorities for AU projects.
- g. Read, interpret, and evaluate the following project control measures and tools.
 - Gantt (bar) charts
 - Critical path networking techniques
 - Labor schedules
 - Material equipment schedules
 - Finance schedules
- h. Discuss *stop work* authority and responsibility for site safety.
- i. Describe AU responsibilities for monitoring the contractor to ensure compliance with the technical, safety, and administrative requirements of the contract.
- j. Describe AU's responsibility to ensure continuity in performance and information exchange among project team participants.

5. Assets Utilization personnel shall demonstrate the ability to manage ORO projects and programs.

Supporting Knowledge and/or Skills

- a. Describe the applicable project management responsibilities in DOE Order 430.1, *Life Cycle Asset Management*.
- b. Define the following terms related to life cycle asset management and provide examples of their application:
 - Disposition
 - Asset management systems
 - Commencement of execution
 - Infrastructure
 - Property Management
 - Classification & Security
- c. Describe the process, Baseline Inventory Condition Report (BICR), Baseline Environmental Analysis Report (BEAR), and Risk Assessment for assessing the condition of ORO physical assets and how the process benefits ORO.

- d. Outline the systems, controls, and processes used at ORO in the management of incentive and surplus facilities.
- e. Describe the use of the VRIS in carrying out management and oversight functions.
- f. Compare the various categories of performance objectives, measures and expectations and how they are used by ORO and the contractor to evaluate project or program performance.
- g. Describe the process for acquiring approvals for projects from the sponsoring program office and how Project Management affects this process.

6. Assets Utilization personnel will demonstrate a working level knowledge of the process and requirements for the transition of underutilized facilities to reindustrialization.

Supporting Knowledge and/or Skills

- a. Describe the kinds of ORO facilities that are subject to transition into the AU domain.
- b. Describe the more common conditions, risks, and hazards these facilities contain.
- c. Discuss the AU controls, systems, and programs for ensuring that risks and hazards present in transitional facilities are properly identified and managed throughout the transition process.
- d. Describe the elements addressed in a facility-to-operations turnover plan.
- e. Participate in the review and evaluation of a facility-to-operations turnover plan.
- f. Discuss the various tests and evaluations used to verify that facilities and equipment installed or modified by projects perform according to documented performance criteria.

7. Assets Utilization personnel shall demonstrate effective oral and written communication skills with Headquarters, field elements, regulatory agencies, contractors, stakeholders, and internal/external entities.

Supporting Knowledge and/or Skills

- a. Demonstrate written communications skills in the development of:
 - Assessment and evaluation reports
 - Technical reports
 - Technical papers
- b. Demonstrate effective and appropriate communication skills when providing specific work or task directions to contractors.

- c. Describe the Department's organization and discuss the Department's procedures for communicating between elements.
- d. Describe the Department's procedures and policy for communicating with regulatory agencies.
- e. Demonstrate facilitation skills in conducting productive meetings and team-building activities.

CONTINUING TRAINING

Assets utilization personnel shall participate in continuing training as necessary to improve their performance and ensure they stay current with changing technology and new requirements. This may include courses or training in:

- State, tribal, and local initiatives
- Federal and DOE initiatives
- Emerging environmental management processes and technology
- Management and administrative systems