



**United States
Department of Energy
Office of Employee Concerns
Employee Concerns Program
Activity Report
2000**

Reader's Guide to the 2000 Employee Concerns Activities Report

This is the fifth year for which the Department of Energy (DOE) Office of Employee Concerns (OEC) has prepared a report on the DOE Employee Concerns Program (ECP) activities. The report is intended to provide an overview of DOE's ECP activities and the progress made in carrying out the goals of those programs during Calendar Year (CY) 2000. The Office of Employee Concerns has enhanced the collection of data throughout the DOE complex to include information regarding the rate concerns were substantiated, and comparisons between the ages of open concerns at the end of CY 1996 and 2000. An employee concern is a good faith expression by an employee that policy or practice of the Department of Energy or of one of its contractors or subcontractors should be improved, modified or terminated because they are unsafe, unlawful, fraudulent or wasteful. Concerns can address issues such as health, safety, the environment; personnel or management practices, fraud, waste, or reprisal for whistleblowing.

Some concerns involve the disclosure of information such as the violation of health, safety or environmental laws or regulations, fraud as well as waste of funds or abuse of authority. The disclosure of this type of information may be protected under various Federal and state laws, rules and regulations. Raising protected concerns is often referred to as "whistleblowing." Under whistleblower protection laws, rules and regulations, employees can seek remedial action where they can show that they were subjected to reprisal actions that would not have occurred absent their whistleblowing activities.

Section I of the 2000 Employee Concerns Activity Report offers an overview of the DOE program activities, including program goals and scope, significant accomplishments by headquarters and field elements of the program, the development of a DOE employee concerns tracking system, and future actions. Section II has been divided into two subsections: A. 2000 Employee Concerns Activity Levels, which provides the summary of data collected; and B. 1996-2000 Employee Concerns Program Trends, which compares certain employee concerns program data for the past four years. Section III describes future actions planned by the Headquarters Office of Employee Concerns. As we have in the previous reports, Appendix A lists the DOE employee concerns contacts and Appendix B lists the DOE Operations and field offices and the facilities under their respective jurisdictions.

I trust you will find the report informative and insightful. The Office of Employee Concerns is dedicated to making the Department's commitment to "zero tolerance of reprisal" to whistleblowers a reality. To this end, I contracted with the National Academy of Public Administration (NAPA) to conduct a survey at our major field sites to obtain feedback from employees who have used the ECP. NAPA's subsequent findings and recommendations have enabled us to establish a Departmental baseline to determine how to effectively the Department is adhering to its "zero tolerance" pledge.

While the OEC aims to continually improve its process, I am heartened by the consistency of our success rate, as borne out by the data collected in this report, as well as its predecessors in 1996 through 1999.

Specifically, the Department continues to successfully resolve employee concerns at an approximate 80% rate, and the majority of the cases resolved are handled within three months.

This is not to say there are no challenges ahead. While the 2000 percentage of "open" cases for more than six months continues to decline, the increased caseload (167 more cases than 1999) ended a trend of more cases being resolved within three months. In addition, efforts are continuing to improve the coordination between OEC and other DOE offices that have responsibilities in the area of employee issues, including the Office of Environment, Safety, and Health (EH), the Office of Management and Administration, and the Office of Hearings and Appeals (OHA). Further, we intend to keep working closely with the Office of Alternative Dispute Resolution (ADR) and encouraging our Employee Concerns Managers to identify and refer appropriate cases to that office for mediation.

If there are any questions or comments you may have regarding this report, please do not hesitate to contact me or your Employee Concerns Program Manager listed in Appendix A. I would particularly like to thank Dianne Saylor of the Savannah River Employee Concerns Office, Sara Rhoades, the Employee Concerns Manager at the Nevada Operations Office, and Cynthia Brawner-Gaines, Headquarters Employee Concerns Manager for their invaluable work in making this report a reality. On behalf of the Employee Concerns Managers throughout the DOE complex, let me assure our readers that we are here to serve you.

William A. Lewis, Jr.
Director
Office of Employee Concerns

"Managers throughout the Department of Energy are responsible for creating and maintaining a respectful and productive work environment free of profiling, discrimination and fear."

Secretary of Energy Spencer Abraham
April 16, 2001

Section I. OVERVIEW

➤ Introduction

It clear that it is the policy of DOE that employees have the right and responsibility to report concerns relating to the environment, safety, and health (ES&H), security, or management of DOE operations. Employees also have the right to receive a timely investigation and resolution of their concerns, and protection from reprisal or retaliation as a result of reporting their concerns.

One of the primary missions of the Headquarters Office of Employee Concerns is to fulfill the Secretary's commitment to create an environment where employees are free to raise concerns without the fear of reprisal or retaliation. This is accomplished by providing the necessary leadership, policy guidance, and assistance to operations and field office ECPs throughout DOE. The ECPs have continued to operate in a consistent manner that strives to ensure that employee concerns are addressed in a full, fair, and timely manner, while involving management and the employees in the resolution process to the maximum extent possible.

➤ Employee Concerns Program Activities

The Headquarters Office of Employee Concerns (OEC). The fourth full year of operation of the Office of Employee Concerns witnessed the office reaching completion of a major initiative: the first complex-wide survey of DOE employees on the Employee Concerns Program to determine the effectiveness of the program (among users and non-users of the program), the general environment of DOE and the feedback regarding the "zero tolerance for reprisal" policy first adopted in 1993. The survey was conducted by the National Academy of Public Administration (NAPA) and essentially completed in 2000 (the survey was finalized and printed in May 2001). The survey results reflected both positives and negatives. For example, the survey indicated that an overwhelming majority of employees believed that their workplace supported the health and safety of the workforce, and 91% of employees agreed with the statement that "employees have an obligation to express their concerns about workplace issues" The survey also noted, however, that 20 percent of all those surveyed did not feel free to raise concerns, including 36 percent of all DOE users. The report, Survey of the Effectiveness of the Department of Energy's Employee Concerns Program is available from any of the ECP Managers listed at the back of this annual activity report.

The Office of Employee Concerns continues to look at improving its web site. The current web page has a wealth of helpful material – including DOE Order 442.1A, the updated Employee Concerns Order after a compliance review with the establishment of the National Nuclear Security Administration (NNSA), and DOE Guide 442.1-1, the Employee Concerns Program Policy Guide – but the web site is not as accessible

as it could be. It is generally reached after going to the DOE Home Page and clicking onto DOE organizations, where it can be accessed under the Office of Economic Impact & Diversity (our parent office). Needless to say, this makes it difficult for an individual trying to find the Office of Employee Concerns because many employees would not necessarily know which organization the OEC is a part of. We continue to look for ways to address this accessibility issue, and in 2001 the ECP Managers will work to coordinate/link web sites of the field programs with Headquarters to make access more user-friendly.

In 2000, the Office of Employee Concerns held two conferences with its field element managers. At each conference, ECP Managers presented an overview of their respective ECP programs, as well as their successes, best practices, and challenges, and our roundtable discussions included insightful recommendations for program improvement. The conferences included presentations from a diverse group of guest speakers, whose programs and/or activities have an impact on employee programs. Speakers from DOE included the National Ombudsman, representatives from the Office of Health, Safety and Environment on safety and health issues, and the Office of Hearings & Appeals on the contractor employee protection program, which was transferred from the Inspector General's Office in 1999. In addition, the ECP Managers heard from other speakers including the National Academy of Public Administration on the DOE-wide survey, the Employee Concerns Manager from the Arizona Public Service and an attorney who has successfully represented whistleblowers.

In past years, our guest speakers have included representatives from the Government Accountability Project (GAP), the U.S. Office of Special Counsel (OSC), the Department of Labor's Office of Administrative Law Judges, and members of the Hanford Joint Council.

➤ **Employee Concern Program Tracking System**

With the Nevada and Savannah River ECP managers taking the lead, a revised tracking spreadsheet was continued for use in the collection and consolidation of 2000 data. The new design includes cross-checking of data and additional instructional material that results in consistent data report, as well as reducing the amount of time the forms will require for completion by ECP Managers throughout the complex.

➤ **Field Employee Concerns Activities**

Operations and field ECPs achieved a number of successes in 2000. As indicated in the data in Section II, operations and field office ECPs continued to close out approximately 80 percent of the concerns on hand during the year, although this year's actual figure of 78 percent was slightly below the 83 percent levels achieved in 1997 and 1998. It should be noted, however, that 36 percent of concerns that were subject to review were fully or partially substantiated. During calendar year 2000, the Employee Concerns Program handled the highest volume of concerns since its inception in 1996. As in previous years, most concerns were resolved through the action of the ECP offices, often working in conjunction with appropriate DOE program offices at the sites.

The following examples of situations handled by field element ECP offices reflect many of the key elements of a successful ECP: employees first worked within existing systems, the DOE ECPs were available where concerns had not been fully resolved, and DOE ECP personnel, working with DOE and contractor personnel, took steps to identify and resolve the concerns and ensure that health and safety issues were fully reviewed.

The Department of Energy, Savannah River Employee Concerns Office (DOE-SR) received a concern from an individual whose small business was contracted to the US Forest Service (USFS) organization, who does forest management for DOE-SR under an interagency agreement. The individual raised concerns about possible radiological and chemical exposure to himself and his employees as a result of the work they conducted in streams and ponds at the Savannah River Site. The Employee Concerns Office (ECO) coordinated the efforts of numerous organizations to gather the extensive data necessary to respond to the individual's concern.

DOE-SR's M&O contractor, Westinghouse Savannah River Company (WSRC), provided assistance to the ECO investigator by gathering the technical data on possible radiological and chemical exposure. The assistance of WSRC Health Physics, Medical, Environmental Restoration, and USFS personnel was obtained for additional data gathering and analysis. The ECO investigator conducted numerous interviews with knowledgeable sources and walkdowns of actual worksites. The ECO investigation concluded that there was no increased health risk for the employees, since there was no evidence of exposure to radiation or chemicals.

The concerned employee also contacted the National Institute for Occupational Safety and Health (NIOSH) to request a field evaluation. The ECO coordinated a 3-day site visit to SRS by the NIOSH team by arranging for briefings, as well as providing technical data. NIOSH reached the same final conclusion as DOE.

Although the allegations of exposure were not substantiated, the ECO investigation identified a number of inefficiencies in the processes and procedures involved in ensuring the health and safety of employees conducting this type of work at SRS. As a result, ECO coordinated a one-day process improvement exercise, which included personnel from DOE-SR, USFS, and WSRC. The group developed a number of actions to improve the effectiveness of the site's efforts to ensure the health and safety of USFS personnel and its contractors.

In another example, a contractor employee reported a possible imminent danger situation to the field element ECP. The employee had previously been involved in an incident in which she had accidentally backed her truck over the base of a light post that had been blown down in heavy winds. At the time of the accident, it was determined that the wires in the base were "live" and carried 440 volts of electricity. Had the wires made contact with the bumper of her truck, a fatality could have occurred. The employee contacted the ECP because she believed that the wires were still exposed.

This concern, which was substantiated as a hazardous condition, was acted upon swiftly by the ECP. Due to the potential of imminent danger, the concern was elevated to senior management, who initiated an immediate inspection of the site and found that, while the electrical leads were not easily accessible, they were exposed to the weather, visible, and potentially could come into contact with personnel. The contractor repaired the problem and completed an improved protection of the wiring by close of business the same day the concern was reported. The contractor not only accomplished an immediate fix of the hazard, but visited other similar locations on site to determine if the same hazard existed there.

The Employee Concerns Program personnel kept the complainant informed at every step throughout the process. The manner in which this concern was addressed sent a positive message to site employees that the ECP takes safety concerns seriously and takes appropriate action to ensure that they are handled accordingly.

Section II. EMPLOYEE CONCERNS PROGRAM STATISTICAL DATA

A. 2000 Employee Concerns Activity Levels

Receipt and Disposition. The data collected reflects concerns filed with the DOE operations and field ECP offices for Calendar Year 2000. It does not contain data relating to concerns, allegations, or complaints filed directly by employees with other appropriate offices, such as the Office of Inspector General, Office of Civil Rights, Office of Environment, Safety and Health, or through contractor employee concerns or grievances procedures.

The DOE ECP offices began Calendar Year 2000 with a total of 129 concerns that had not been closed out in 1999. During 2000, a total of 641 new concerns were opened and four previously closed concerns were reopened. The DOE ECP offices processed 641 concerns, and closed 604 leaving 170 open at the end of Calendar Year 2000. The charts below show the employee concerns activities at the major DOE field elements with respect to the processing of employee concerns in 2000. The figures for "Open" concerns refer to concerns that were either newly opened in 2000 or reopened in 2000.

**Figure 1. Disposition of Concerns by Field Element
(Larger Offices)**

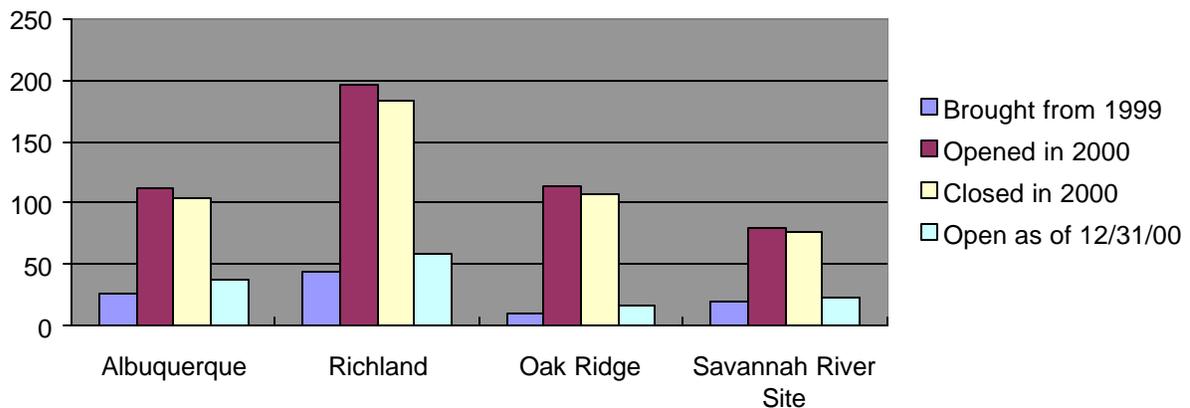
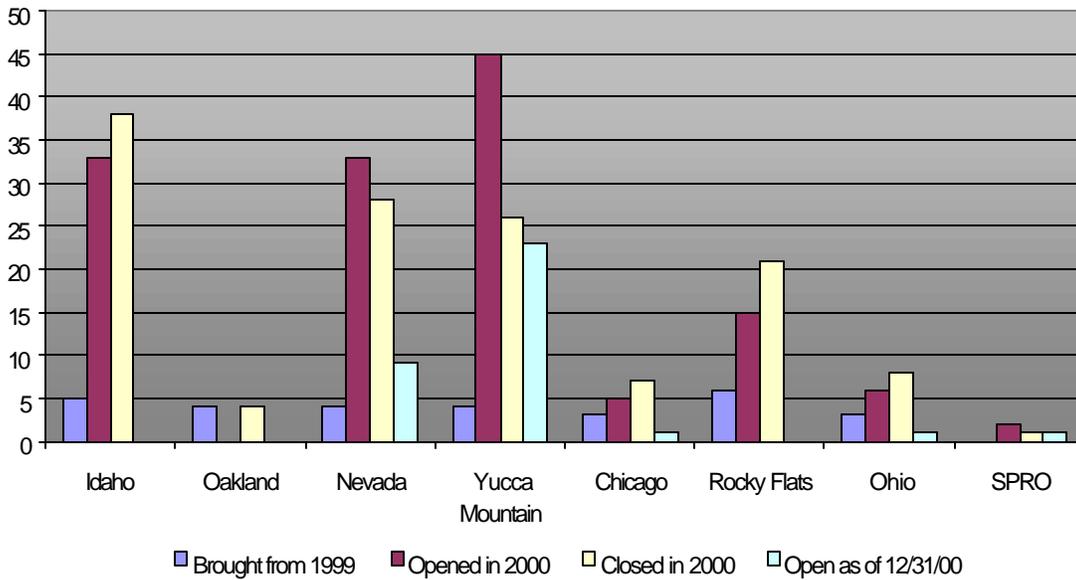


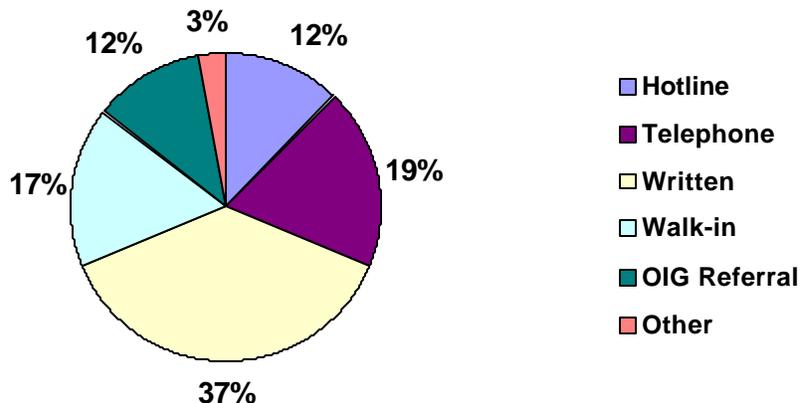
Figure 2. Disposition of Concerns by Field Element (Smaller Offices)



All of the DOE ECP managers routinely meet with contractor ECP representatives and coordinate efforts to resolve concerns at the lowest level possible. In addition, a variety of dispute resolution processes have been instituted by DOE and contractors, including ombudsperson programs, training a cadre of mediators, and joint labor-management partnerships for the resolution of issues. The success of these programs is helping to meet one of the primary goals of the DOE employee concerns program – to improve the responsiveness of management to concerns raised by their employees.

Sources of Concerns. The means by which concerns were brought to the attention of employee concerns offices differed among the offices. Overall, the methods by which concerns were submitted to the ECPs included written submissions (240; 37%), hotline calls (79; 12%), telephone calls (123; 19%), walk-ins (109; 17%), and referrals from the OIG (76; 12%). The remaining 18 concerns (3%) were received from other DOE offices, Federal or state agencies, or other miscellaneous sources.

Figure 3. Sources of Concerns (All Offices)



Written concerns were the most prevalent method used in Richland, Yucca Mountain, Oak Ridge, Savannah River Site, Rocky Flats, and Ohio. In Nevada, the preference was the hotline. Walk-ins were the predominant method used in Idaho and Chicago. Albuquerque's largest source of concerns was referrals from the Office of Inspector General (OIG). It should be noted that Albuquerque and Savannah River received the majority of the referrals from the OIG, accounting for 69 of the 76 in that category. Referrals from the OIG were also processed by Richland, Nevada, and Oak Ridge.

Figure 4. Sources of Concerns (Smaller Offices)

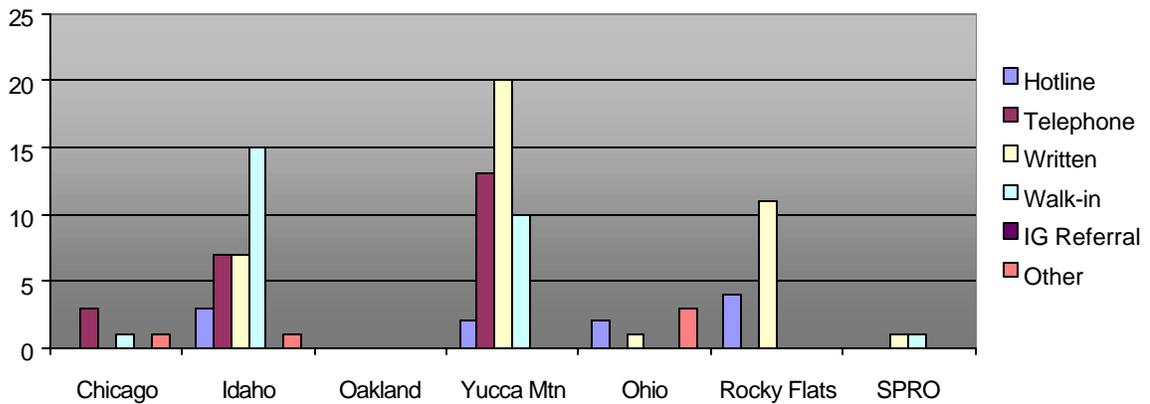
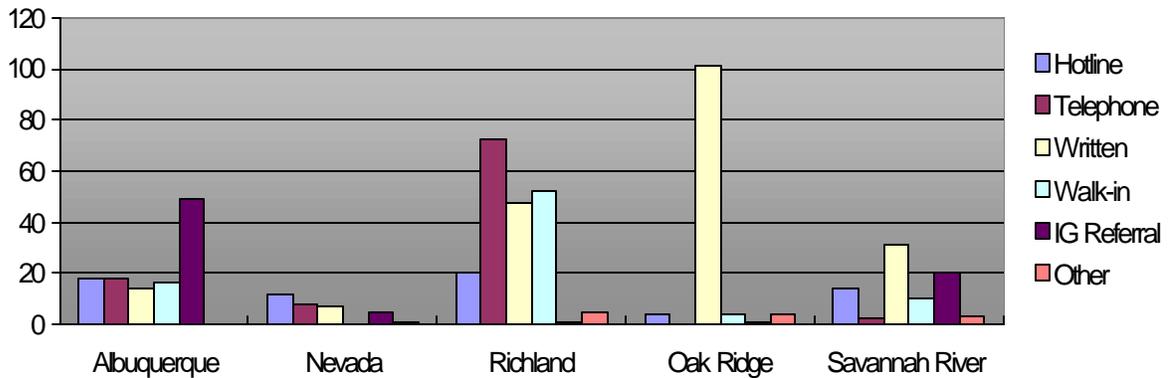


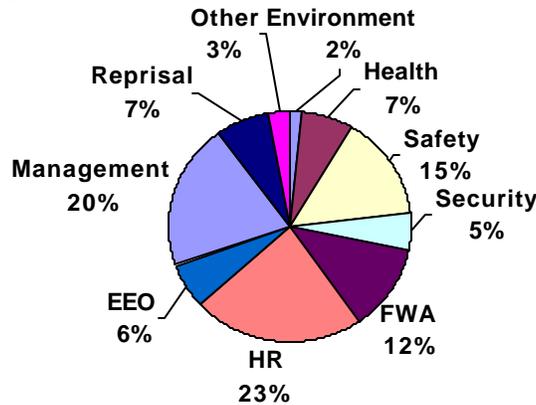
Figure 5. Sources of Concerns (Larger Offices)



Subject Matter of Concerns. Four issue categories accounted for 435 of the 641 concerns, or 68 percent, of the new concerns. These categories were: safety (92); human resources (142); management/mismanagement (126); and fraud, waste, and abuse (75). Some examples of the types of concerns that are included in these four categories:

- ❖ Safety - hoisting and rigging, training, protective equipment, lockout/tagout, fire equipment, fire department, ambulance, fires, and Price Anderson Amendment Act violations.
- ❖ Human Resources - union relations, employee assistance program, Merit Systems Protection Board cases, personal grievance, contractor relations, policies/ procedures, staffing, hiring, termination, workforce restructuring/downsizing, awards/appraisals, promotion, selection, position qualification, overtime, and training.
- ❖ Management/Mismanagement - re-engineering, policies and procedures, smoking, standard of conduct, reprisal, and ethics.
- ❖ Fraud, Waste, and Abuse - theft, gross inefficiency, abuse, authority/responsibility, destruction of Government property, misuse of Government vehicle, and misrepresentation.

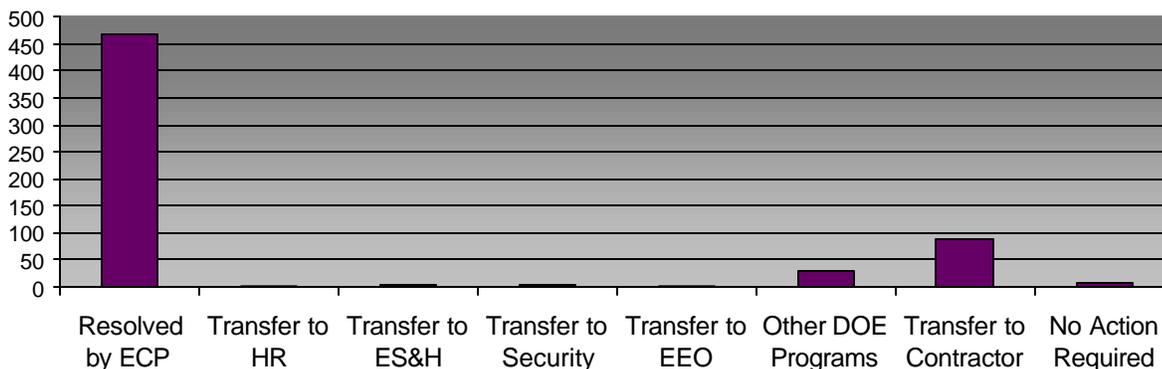
Figure 6. Categories of Concerns Received



In 2000, HR concerns were the largest category, at 22 percent of the total, and concerns in the area of management increased from 15 percent in 1999 to 20 percent. Safety concerns decreased from 23 to 15 percent and fraud, waste, and abuse concerns remained at 12 percent.

Closing Concerns. Concerns closed by employee concerns offices include those processed solely by the ECP offices, as well as those closed by the ECP offices after they had received evaluations of the concern from offices to which the concerns were referred. A concern is considered *closed by transfer* when it is sent to another office or organization that has primary responsibility for the subject matter of the concern. The statistics shown in Figure 7 distinguish between concerns transferred within DOE and those transferred to contractors. Although transferred concerns generally require no further action by ECP offices, Employee Concerns Managers usually request information on actions taken where follow-up activities were necessary.

Figure 7. Disposition of Concerns

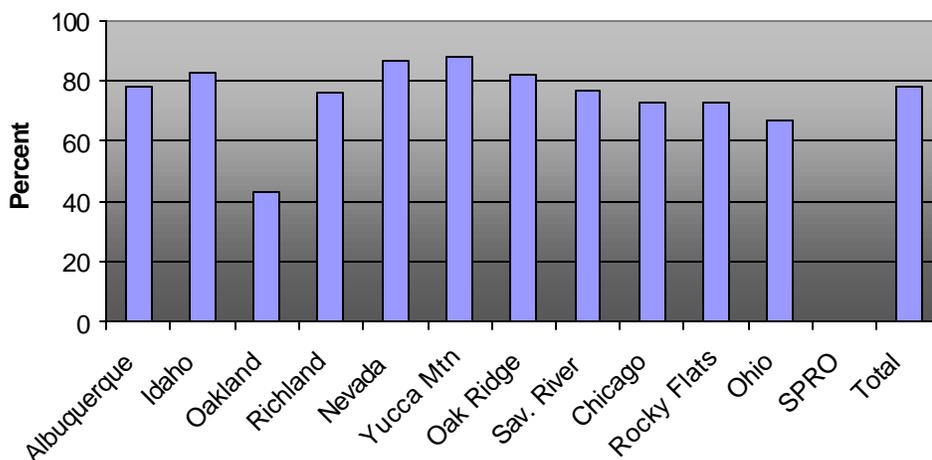


As shown in Figure 7, 468 concerns (78 percent of closed concerns) were resolved by the ECP offices, while 40 concerns (7 percent) were transferred to offices within DOE for resolution.

Eighty-seven concerns (14 percent) were referred to contractors for resolution; 9 concerns (1.5 percent) required no action.

A total of 604 concerns were closed during 2000, representing 78 percent of all concerns open during the year, the same percentage as in 1999, although, as noted earlier, the caseload rose by 167 concerns. The chart in Figure 8 shows the percentage of concerns closed by field element ECPs, as

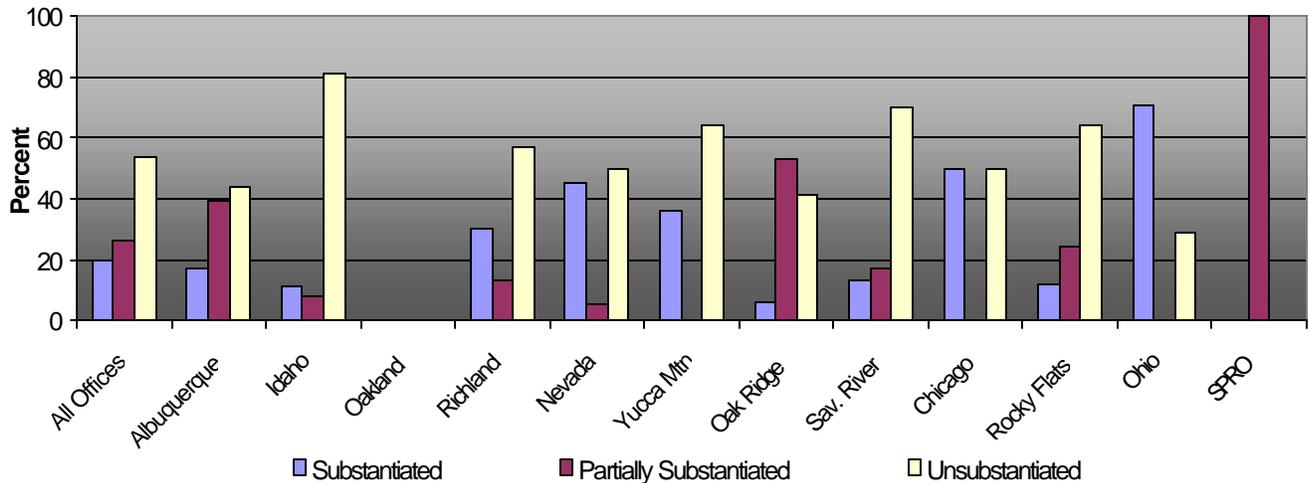
Figure 8. Percentage of Concerns Closed (by Field Element)



well as the overall closure rate.

Level of Substantiation of Concerns. Beginning in 1997, data has been collected to show the extent to which concerns submitted were substantiated, i.e., the number of concerns that were found to be either fully

Figure 9. Rate of Substantiation

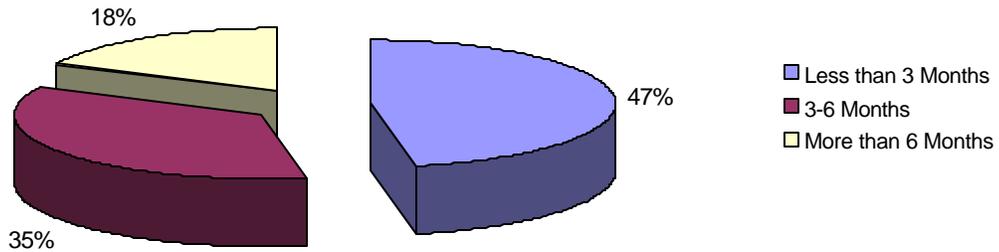


or partially verified as to the merits of the issues presented by concerned employees. Four categories were available for reporting this data: substantiated, partially substantiated, unsubstantiated, or no review. In 2000, the latter category, which accounted for 22 percent of all concerns closed, primarily reflected concerns where the nature of the concern was not subject to factual substantiation or the concerns were outside of the jurisdiction of the ECPs. These concerns therefore were transferred to other offices and the outcomes were not tracked by the ECPs.

As shown in Figure 9, 36 percent of concerns that were subject to review were fully or partially substantiated. These figures are indicative of a process that is providing full and fair review of employee concerns. The substantiation rates for each field element ECP in 2000 are also shown.

Age of Open Concerns. Data has been collected to reflect the age of concerns that remained open at the end of 2000. Of the 170 concerns that remained open at the end of 2000 throughout the DOE employee concerns complex, 80 (47 percent) had been open less than three months, 60 (35 percent) had been open between three and six months, and 30 (18 percent) had been open more than six months. A review of the concerns that have been pending for more than six months indicated that many are concerns that were referred to ECP offices by the Office of the Inspector General and/or involved issues that, by their nature, require more time to investigate and close.

Figure 10. Age of Concerns

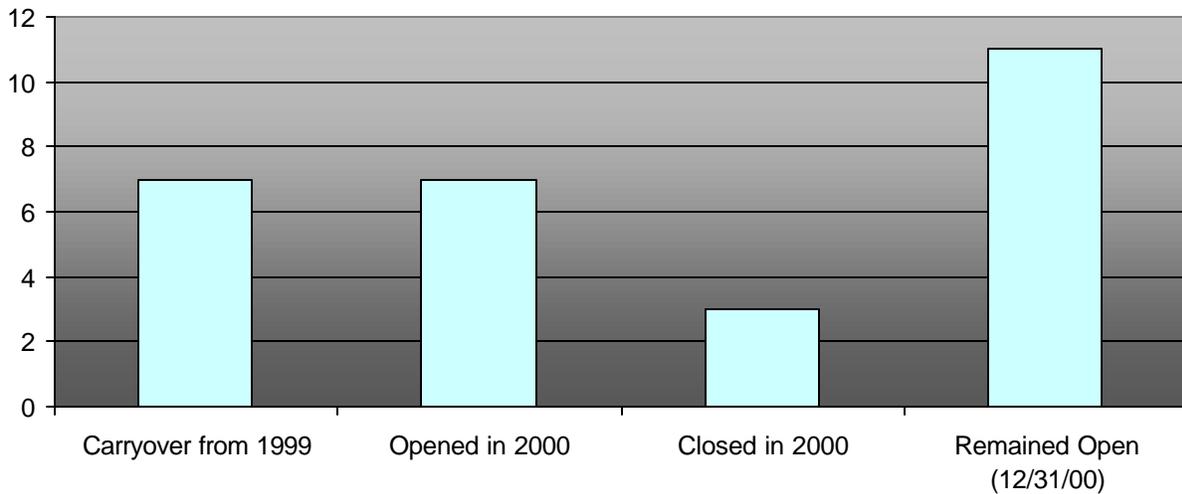


Status of Complaints Filed Under the Department's Contractor Employee Protection Program.

The statistics in previous sections of this report do not include whistleblower complaints filed by contractor employees with DOE pursuant to the Department's Contractor Employee Protection Program found in Part 708 of Title 10, Code of Federal Regulations. As of April 14, 1999, the Office of Hearings and Appeals assumed jurisdiction over Part 708 under revised regulations, published in the Federal Register on March 15, 1999. Most of the ECP offices do, however, have responsibility for initial processing and seeking informal resolution of the concerns as the first step of complaint processing under the Part 708 regulation.

Seven "708" complaints were carried over from 1999 and seven new complaints were received in 2000. Three complaints were closed during 2000, leaving eleven complaints open at the end of CY 2000.

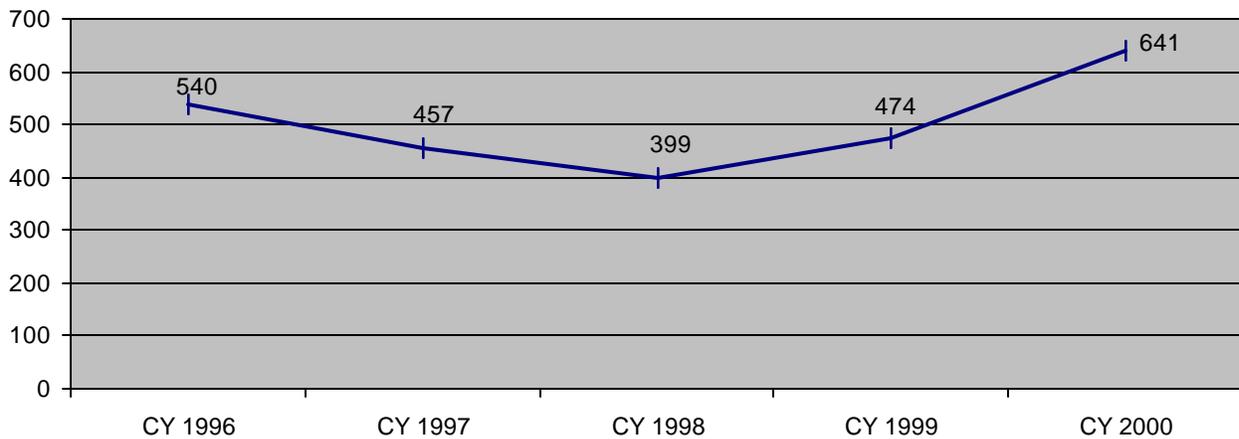
Figure 11. Reprisal Complaints



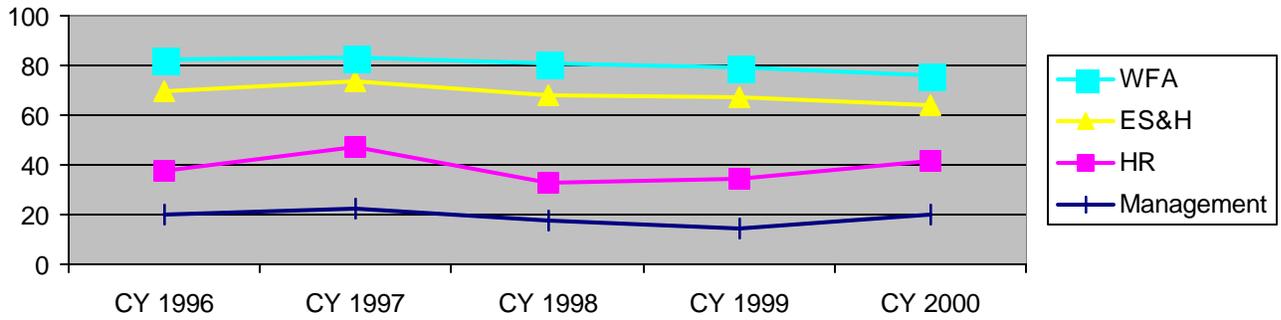
B. 1996-2000 Employee Concerns Program Trends

Since the Office of Employee Concerns has been tracking this data complex-wide for nearly five years, this year's ECP Activity Report can review trends over this period, which provides some interesting insights to senior management. Three areas are of interest in terms of trends that have appeared. These areas are (1) number of concerns filed, (2) primary subject matter of concerns filed, and (3) timeliness of concerns processed.

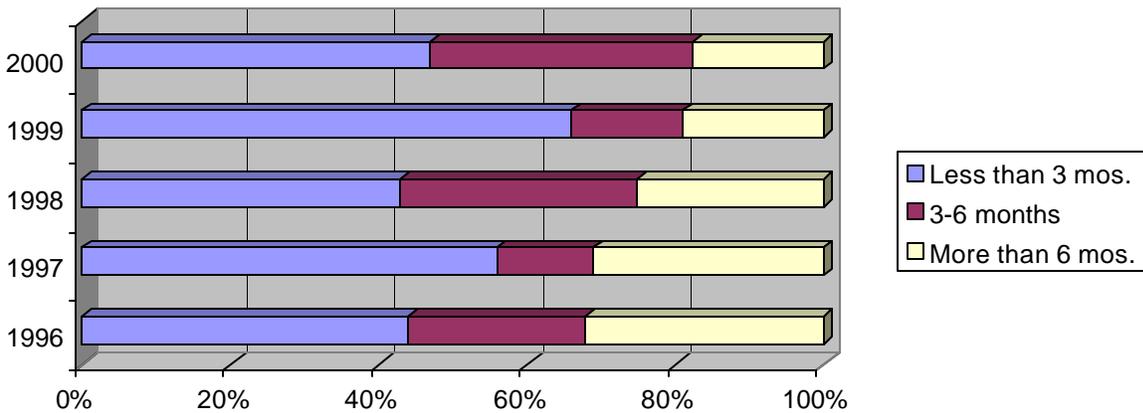
Number of Concerns Filed. The number of new concerns opened by the DOE ECP offices in 2000 was 167 more than were opened in 1999, reversing a downward trend in previous years. Figure 12 reflects the trend since 1996.



Primary Subject Matters of Concerns. In 2000, concerns in the area of management constituted to 20 percent of all new concerns, continuing a downward trend since 1997. Human Resource (HR) concerns became a larger portion of new concerns, increasing by 26 percent over 1998, possibly due to increasing questions over potential lay-offs. ES&H concerns remained the largest category, although there was a decrease percentage wise, going from 32.9 percent of all new concerns in 1999 to 24 percent in 2000. The actual number of ES&H concerns, decreased from 158 in 1999 to 143 in 2000. Waste, fraud, and abuse concerns have remained fairly consistent over the 5-year period ranging from 10-12 percent of all new concerns.



Timeliness of Concerns Processed: 1996-2000. The total number of cases that have remained open at the end of the calendar year have declined each year for which statistics have been collected. In 1996 through 1999, the percentage of concerns that remained open at the end of the year that were more than six months old were 31.6, 32, 25 and 19 percent, respectively. At the end of 2000, only 30 concerns, or 18 percent, had been pending for more than six months. A significant reduction in the number of concerns "open" for six months or longer has been a goal of the OEC, because concerns which are not promptly resolved within that time period tend to remain in the system for long periods of time, and the associated costs, for the agency as well as for the employee, are often very high.



Section III. FUTURE ACTIONS

1. Disseminate the National Academy of Public Administration survey, which establishes a baseline of customer knowledge of and satisfaction with Department of Energy Employee Concerns Programs.
2. Identify concerns that have been pending for more than three months and determine the reasons for the extended period of time the concerns have remained open; assist ECPs with the expeditious resolution of such concerns to the extent possible.
3. Based on feedback and suggestions from the national survey, publicize on a national level the scope of the Employee Concern Program and advertise the DOE ECP offices at the operations and field offices.
4. Assume responsibility for intake and informal resolution of HQ Part 708 complaints; provide for training of ECPs, particularly new managers at DOE field sites, assigned Part 708 ECP roles (e.g., jurisdiction, initial fact-finding).
5. Improve the Headquarters OEC Home Page to be more customer-friendly by making it easier to access and promote the option of filing a concern on-line. The new website will also improve connections to the Employee Concerns Program Order and Guide, as well as the Home Pages of the Office of Hearings and Appeals, Office of Dispute Resolution, Office of Inspector General, Office of Environment, Safety, and Health, and the Department of Labor.
6. Continue to promote the use of various Alternative Dispute Resolution mechanisms, including Concerns Review Panels, Differing Professional Opinion (DPO) processes, mediation, and facilitation.
7. Establish criteria for success measures regarding ECPs.
8. Continue to train new ECP managers on the revised DOE EC data collection system.

APPENDIX A**Employee Concerns Program Contacts**

<u>Organization</u>	<u>Name</u>	<u>Telephone</u>	<u>FAX #</u>
<u>Headquarters</u>			
HQ-OEC	William A. Lewis, Jr.	(202) 586-4034	(202) 586-4924
	Cynthia Brawner-Gaines	(202) 586-4579	(202) 586-4924
Office of Dispute Resolution (GC-12)	Phyllis Hanfling	(202) 586-6972	(202) 586-7479
<u>Field</u>			
Albuquerque	Michelle De Varela	(505) 845-4935	(505) 845-4020
	Eva Glow Brownlow	(505) 845-5113	(505) 845-4020
	Lorraine Cano	(505) 845-4411	(505) 845-4020
Amarillo	Brenda Finley	(806) 477-3190	(806) 477-5894
Chicago	Lucy Borjas	(630) 252-2327	(630) 252-2919
	Sara Brunson	(630) 252-2321	(630) 252-2315
Idaho	Paul Allen	(208) 526-1818	(208) 526-5964
Nevada	Sara Rhodes	(702) 295-7843	(702) 295-0134
Oak Ridge	Rufus Smith	(865) 576-4988	(865) 574-1939
Oakland	Mark Barnes	(510) 637-1808	(510) 637-2160
Yucca Mountain (OCRWM)	Nancy Voltura	(702) 295-2652	(702) 295-2755
Ohio	Sandra Cramer	(937) 865-4389	(937) 865-4728
Richland	Julie Goeckner	(509) 376-1198	(509) 372-0998
	Carrie Trotman	(509) 376-7798	(509) 372-0998
	Julianna Yamauchi	(509) 376-4622	(509) 372-0998
Rocky Flats	Barbara Powers	(303) 966-3317	(303) 966-2212
Savannah River	Dianne Saylor	(803) 725-3745	(803) 725-5949

Operations and Field Office Facilities

Operations Office

Facilities

Albuquerque

Grand Junction Project Office, Grand Junction, CO
 Inhalation Toxicology Research Int., Albuquerque, NM
 Kansas City Plant, Kansas City, MO
 Los Alamos National Laboratory, Los Alamos, NM
 Pinellas Plant, Largo, FL
 Pantex Plant, Amarillo, TX
 Sandia National Laboratory, Albuquerque, NM
 Waste Isolation Pilot Project, Carlsbad, NM

Chicago

Ames Laboratory, Ames, IA
 Argonne National Laboratory-East, Argonne, IL
 Argonne National Laboratory-West, Idaho Falls, ID
 Brookhaven National Laboratory, Upton, NY
 Environmental Measurement Laboratory, New York, NY
 Fermi National Accelerator Laboratory, Batavia, NY
 New Brunswick Laboratory, Argonne, IL
 Princeton Plasma Physics Laboratory, Princeton, NJ

Idaho

Idaho Chemical Processing Plant, Idaho Falls, ID
 Idaho National Engineering Laboratory, Idaho Falls, ID
 INEL Research Center, Idaho Falls, ID
 Radioactive Waste Management Complex, Idaho Falls, ID
 SMC Project, Idaho Falls, ID
 Test Area North, Idaho Falls, ID
 Test Reactor Area, Idaho Falls, ID
 Waste Reduction Operations Complex, Idaho Falls, ID

Nevada

Amador Valley Operations, Livermore, CA
 Los Alamos Operations, Los Alamos, NM
 Nevada Test Site, Nye County, NV
 North Las Vegas Facilities, North Las Vegas, NV
 Remote Sensory Laboratory, Las Vegas, NV
 Washington Aerial Measurements, Andrews AFB, VA

Oak Ridge

K-25 Site, Oak Ridge, TN
 Oak Ridge Institute of Science and Education, Oak Ridge, TN
 Oak Ridge National Laboratory, Oak Ridge, TN
 Paducah Gaseous Diffusion Plant, Paducah, KY

Operations and Field Office Facilities (cont'd)

<u>Operations Office</u>	<u>Facilities</u>
Oak Ridge (cont'd)	Portsmouth Gaseous diffusion Plant, Piketon, OH Thomas Jefferson National Accelerator Facility, Newport News, VA Weldon Spring Site, St. Charles, MO Y-12 Plant, Oak Ridge, TN
Oakland	Energy Technology Engineering Center, Canoga Park, CA Ernest Orlando Lawrence Berkeley National Laboratory, Berkeley, CA Lawrence Livermore National Laboratory, Livermore, CA Stanford Linear Accelerator Center, Menlo Park, CA
Ohio	Ashtabula Environmental Management Project, Ashtabula, OH Columbus Environmental Management Project, Dublin, OH Fernald Environmental Management Project, Cincinnati, OH Miamisburg Environmental Management Project, Miamisburg, OH West Valley Demonstration Project, West Valley, NY
Richland	Hanford Site, Richland, WA Pacific Northwest National Laboratory, Richland, WA
Rocky Flats	Rocky Flats Environmental Technology Site, Rocky Flats, CO
Savannah River	Savannah River Site