



INDEPENDENT OVERSIGHT PROGRAM APPRAISAL PROCESS PROTOCOLS

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**Office of Enterprise Assessments
U.S. Department of Energy**

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Section 1 – Introduction

Mission

The U.S. Department of Energy (DOE) Office of Enterprise Assessments (EA) supports the Secretary of Energy and other stakeholders by enhancing the Department of Energy’s safety, security, and cybersecurity programs. We do this through independently evaluating the effectiveness of requirements, performance, and risk management; conducting objective and effective enforcement activities; and providing high-quality training.

Independent Oversight

EA is charged with implementing an Independent Oversight Program for safety, security, and cybersecurity within the Department in accordance with DOE Policy 226.2, *Policy for Federal Oversight and Contractor Assurance Systems*; DOE Order 227.1A, *Independent Oversight Program*; and DOE Order 226.1B, *Implementation of Department of Energy Oversight Policy*.

DOE Order 227.1A prescribes EA’s responsibilities for conducting independent evaluations of DOE sites, facilities, and Departmental elements that operate in the subject areas of safeguards and security, environmental safety and health, and cybersecurity.

To implement this responsibility, EA’s Independent Oversight Program conducts independent appraisals that are designed to enhance DOE safeguards and security, environmental safety and health, and cybersecurity programs. This is accomplished by providing DOE and contractor managers, Congress, and other stakeholders with an independent evaluation of the adequacy of DOE policy and requirements and the effectiveness of DOE and contractor line management performance. EA reports directly to the Office of the Secretary of Energy and is organizationally independent of the Departmental entities it assesses in that it has no line management or policy-making responsibilities or authorities.

This role encompasses assessing the performance of DOE programs and operations in the areas of nuclear and worker safety; emergency management; cyber, information, and physical security; and other critical functions as directed by the Secretary of Energy. Independent Oversight Program activities are selected and tailored to the unique needs of each DOE program and field office and consider relative risks and past performance in determining specific assessment activities.

EA’s independent oversight activities directly support DOE’s mission of national security, leading edge science, environmental cleanup, and energy programs by determining whether special nuclear material, classified and sensitive information, and other critical and high value assets entrusted to the Department are protected in accordance with the law, regulations, national-level policies and standards, and Departmental directives. EA’s independent oversight of safety and emergency response capabilities helps ensure that workers and the public are protected from the hazards associated with the Department’s operations and that the potential for adverse events is minimized.

Two of the major focus areas of the Independent Oversight Program are ensuring that DOE and DOE contractors have established and implemented effective internal systems for self-identifying deficient conditions and taking corrective actions. Independent oversight assessments are unique in that they assess programs at the site level, as well as the multiple tiers of line management oversight associated with those programs. Assessments are designed to complement, not replace, line management’s responsibility to monitor and oversee programs and performance, manage contracts, and conduct self-assessments.

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As defined in DOE Order 227.1A, an appraisal is an independent oversight activity conducted by EA to evaluate the effectiveness of line management performance and risk management or the adequacy of DOE policies and requirements. Appraisals are performance-based assessments of how organizations implement the requirements established in Federal and DOE regulations and directives, emphasizing whether the program elements effectively achieve the intended level of protection or risk reduction. Hereafter, the words “appraisal” and “assessment” are used interchangeably.

This appraisal process protocol documents the general concepts of the assessment process that are common across EA offices. Each EA office that performs independent oversight activities also has office-specific methodologies and detailed assessment protocol(s)/process(es) that are located on EA’s web page, <https://www.energy.gov/ea/assessments-infocenter>.

Exceptions to EA Oversight

EA conducts independent oversight activities for the Department, including the National Nuclear Security Administration. Most independent oversight appraisal activities focus on high-hazard activities, such as nuclear operations, and the protection of high value assets and intellectual property. However, EA may conduct independent oversight activities of all aspects of Departmental safety and security programs except:

- The Naval Nuclear Propulsion Program (Deputy Administrator for Naval Reactors performs oversight).
- Aviation safety (the Office of Aviation Management, within the Office of Management, performs oversight).
- Nuclear explosives safety (the National Nuclear Security Administration performs oversight).
- Water impoundment structures and dams (the Federal Energy Regulatory Commission performs oversight of structural integrity via a memorandum of agreement with DOE).

Section 2 – Organization

Responsibility for ensuring the implementation of the Independent Oversight Program rests with EA-1 in conjunction with the subordinate offices that perform independent oversight assessment activities.

- EA-1, Director of the Office of Enterprise Assessments
- EA-10, Office of Enforcement
- EA-20, Office of Safeguards and Security Assessments
- EA-30, Office of Environment, Safety and Health Assessments
- EA-40, Office of Resources Management
- EA-50, National Training Center
- EA-60, Office of Cyber Assessments

The following responsibilities are common to the offices of EA-20, EA-30, and EA-60 in the performance of Independent Oversight Program activities associated with their respective subject areas:

- Developing and maintaining detailed plans, guides, procedures, and protocols to assist in accomplishing office-specific missions and responsibilities.
- Coordinating the scheduling, notification, and planning of assessments with appropriate headquarters and field element managers.

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- Conducting independent assessments of DOE sites, facilities, organizations, and operations in subject-specific programs, including conducting assessments at the request of the Secretary of Energy and program office and field element managers.
- Advising appropriate managers promptly of major vulnerabilities or imminent dangers identified during assessment activities.
- Developing, publishing, and disseminating final reports according to established processes.
- Performing ongoing analyses to identify trends and emerging issues.
- Coordinating assessment schedules with other EA offices to deconflict assessment dates in an effort to reduce assessment burden for the site.

In addition to the common responsibilities defined above, specific independent oversight responsibilities for the three EA offices that conduct assessments are outlined under their organizations that follow.

EA-1, Director of the Office of Enterprise Assessments

The Director and Deputy Director's activities focus primarily on:

- Providing strategic direction (e.g., setting priorities, establishing internal policies, administering the office, and developing and maintaining the necessary infrastructure).
- Ensuring quality control (e.g., reviewing and approving reports, ensuring effective validation processes, and monitoring Quality Review Board [QRB] activities) for the Independent Oversight Program.
- Facilitating communication, coordination, and feedback with the Secretary of Energy, Deputy Secretary, and other senior DOE leadership to identify issues and concerns and to support interfaces with DOE program offices and field elements, Congressional staff, and other stakeholders.
- Ensuring that an annual EA Operational Plan is developed each fiscal year mapping to the strategic priorities for all EA offices.
- Ensuring senior EA management provides oversight for all assessment planning, conduct, and reporting.
- Ensuring EA management coordinates assessment schedules with other EA offices to deconflict assessment dates in an effort to reduce assessment burden for the site.
- Providing DOE leadership with independent safety, security, and cybersecurity assessment reports in various written formats such as full assessment reports, memoranda, assessment summaries, or lessons-learned documents.
- Briefing senior DOE officials, including, when appropriate, the Secretary of Energy and Deputy Secretary, Under Secretaries, Secretarial Officers, and DOE policy organizations on the results of assessment activities.

EA-10, Office of Enforcement

The office's activities focus primarily on:

- Promoting overall improvement in the Department's safety and security programs through management and implementation of the DOE enforcement programs for nuclear safety, worker safety, and information security that are authorized by the Atomic Energy Act.

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- Conducting enforcement investigations using systematic enforcement practices to thoroughly evaluate operational events and conditions that represent potentially serious violations of the Department's nuclear safety, worker safety and health, and classified and sensitive information security regulations. These investigations can result in civil penalties against DOE contractors that violate the regulations.
- Working closely with DOE program and field element managers to ensure that enforcement decisions fully consider the operational context in which an event or issue occurs, the safety or security significance of any potential violations, and contractor performance trends.
- Communicating with DOE contractors about regulatory and compliance issues through a variety of mechanisms, including Notices of Violation, Consent Orders, Settlement Agreements, and other Office of Enforcement-related information.
- Presenting at Departmental briefings, contractor working groups, and other project teams on enforcement and enforcement trends.
- Monitoring EA assessment reports from EA-20, EA-30, and EA-60. These reports provide insight on contractor operations that aid in the Office of Enforcement's evaluation of contractor safety and security programs.
- Participating on EA-wide QRBs and in EA site-lead briefings.

EA-20, Office of Safeguards and Security Assessments

The office's activities include those listed above that are common to the offices that conduct assessments and:

- Performing periodic assessments of safeguards and security programs, including assessing the conduct of performance testing at DOE sites possessing significant amounts of special nuclear material, classified material and information, or other national security interests.
- Maintaining a Composite Adversary Team to support force-on-force performance exercises.
- Maintaining an Engagement Simulation System program to support safe, realistic execution of force-on-force exercises.
- Implementing a limited-notice performance testing program designed to maximize realism in evaluating safeguards and security response capabilities.
- Evaluating the implementation of insider threat programs mandated by Federal and DOE requirements.

EA-30, Office of Environment, Safety and Health Assessments

The office's activities include those listed that are common to the offices that conduct assessments and:

- Evaluating the status of nuclear safety at DOE nuclear facilities, including the functionality of vital safety systems and other nuclear safety programs and functions.
- Conducting assessments of design and construction of new or significantly modified nuclear facilities.
- Conducting targeted, multi-site safety assessments of selected focus areas that are of interest due to known performance deficiencies, high risks, or recent changes in requirements.
- Evaluating emergency response capabilities at DOE sites with nuclear activities and significant

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quantities of hazardous materials.

- Conducting assessments of site work planning and control processes to evaluate the effectiveness of hazard identification and control mechanisms.
- Conducting assessments of safety programs at sites or within organizations where performance may present significant risk (e.g., less than expected safety performance and/or serious or recurring incidents or violations of requirements).
- Evaluating line management feedback and improvement processes.

Ensuring quality through reviewing and approving protocols, assessment plans, Criteria Review and Approach Documents (<https://www.energy.gov/ea/criteria-and-review-approach-documents>), reports, and other work products for EA-30 activities.

EA-40, Office of Resources Management

The office's activities focus primarily on:

- Managing human capital and administration, including the many aspects of routine hiring actions, processing hiring incentives, managing performance and awards programs, on- and off-boarding of employees, assisting employees with benefits issues, conference participation, and managing EA training and professional development programs.
- Formulating/executing the budget and planning/managing contracts, including contracting officer's representative responsibilities, to ensure that EA mission work continues uninterrupted.
- Managing internal and external collaboration and communication programs, including the EA website, EA Share, and other IT systems; internal communications programs such as EA Learning Sessions; document control and development management; and record keeping.
- Coordinating assessment reports across the Department and collaborating with DOE Congressional and Public Affairs; preparing weekly packages for the Secretary of Energy's briefing, EA input to Inspector General (IG) and Government Accountability Office audits, Freedom of Information Act request responses, and recurring and special EA meetings; and providing leadership in administrative support across EA.
- Supporting strategic and program planning objectives, coordinating the work of EA focus groups organized around key discipline areas to analyze and discuss Departmental performance trends, including positive and negative performance observations, leading performance indicators, and most significant concerns across the major DOE program offices and sites.
- Coordinating and supporting the semi-annual planning meetings, formulating the annual EA Operational Plan, serving as the lead to coordinate with the assessment offices in gathering scheduling information for the next fiscal or calendar year, and presenting that information to the EA Director and Deputy Director.
- Leading analytical activities across all EA offices.

EA-50, National Training Center

The office's activities focus primarily on:

- Developing and delivering high-quality training in the areas of security, safeguards and security, and nuclear safety to the Department's team members and contractors.
- Leading the Department's Technical Qualification Program and Federal Technical Capabilities

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Panel.

- Reviewing assessment information from all EA organizations and updating training as necessary by incorporating lessons learned and best practices.
 - EA-10 accident investigations and notices of violation, consent orders, settlement agreements, and other Office of Enforcement-related information
 - EA-20 assessment results
 - EA-30 assessment results
 - EA-60 concerns and vulnerabilities (applicable to Federal oversight)
- Supporting all offices and providing assistance from subject matter experts (SMEs) upon request.

EA-60, Office of Cyber Assessments

The office's activities include those listed that are common to the offices that conduct assessments and:

- Conducting in-depth threat analysis and high-level, focused evaluations; developing effective knowledge management practices.
- Developing threat and site reference information and correlating relevant cybersecurity incidents, site cybersecurity conditions, emerging cybersecurity requirements, and other information to enable more effective reviews of cybersecurity programs across the Department.
- Evaluating, assessing, and reporting on the effectiveness of the DOE cybersecurity programs, including those of the National Nuclear Security Administration and contractor organizations, Office of Environmental Management, Office of Science, Power Marketing Administrations, Office of Intelligence and Counterintelligence, and all other Departmental elements under DOE.
- Developing the annual Federal Information Security Modernization Act of 2014 assessment metrics and reports for DOE national security and intelligence systems.
- Conducting special assessments as requested by the Office of the Secretary or other stakeholders; performing follow-up actions for concerns identified during assessment activities as required.
- Developing techniques, tactics, and practices that replicate adversaries, and serving as SMEs for cybersecurity in project teams and other forums on behalf of EA.
- Deconflicting schedules and scope for assessments with other DOE audit/assessment entities (e.g., DOE IG) to reduce duplication and minimize the assessment burden on the DOE sites.
- Collaborating with the Office of the Chief Information Officer and counterpart organizations across the DOE enterprise in working groups for policy development, for implementation of the latest requirements, and for new initiatives to improve cybersecurity.
- Presenting at Departmental element briefings, contractor working groups, and other project teams on EA-60 cyber assessment results, common issues, and good practices.

Strategic and Program Planning

Strategic planning is the responsibility of the EA Director and Deputy Director, with input from the Office of the Secretary of Energy and the directors of all subordinate EA offices. Strategic planning within EA is a continuous process occurring throughout the year that culminates in a set of strategic goals and an annual Operational Plan.

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EA holds semi-annual internal meetings to discuss emerging trends and risks to inform oversight planning. The outcomes contribute to the annual EA Operational Plan (<https://ea.ntc.doe.gov/ResourceLibrary/Forms/Operational%20Plans.aspx>) and independent oversight assessment schedules.

EA works closely with headquarters and field elements when scheduling and planning assessment activities to maximize the effective use of resources and minimize duplication of effort. Some EA offices coordinate with other assessment and audit entities such as the DOE IG, program office teams, and the Defense Nuclear Facilities Safety Board to deconflict assessment schedules. EA seeks to accommodate DOE line management input on assessment priorities and schedules; however, EA must ensure that its activities collect, analyze, and validate sufficient information for EA to effectively fulfill its independent function as mandated by the Secretary of Energy.

Section 3 – Assessments

Independent Oversight Program activities support mission requirements. This oversight function is *independent* of DOE’s line management and program offices. EA oversight offices have no responsibility for operations, projects, programmatic activities, or policy development.

Professional Conduct

Assessment team personnel must maintain the highest standards of conduct when dealing with representatives of line management organizations. These standards include:

- Complying with all legal and statutory obligations.
- Performing duties and acting in good faith, consistent with the purpose, policies, mission, vision, and values of EA.
- Behaving ethically.
- Promoting inclusion and enabling all voices to be heard.
- Engaging constructively in EA activities.
- Declaring actual and potential conflicts of interest and managing them appropriately.
- Protecting sensitive information.
- Protecting DOE assets.
- Avoiding and preventing any form of bribery or corruption or any appearance thereof.
- Escalating when necessary to resolve any disputes and upholding the agreed resolution.

Assessment Expectations

To accomplish its mission and achieve its goals, the Independent Oversight Program employs well-developed and experience-based principles.

- 1. Planning is the foundation for all assessments.** EA conducts careful and deliberate strategic planning. This results in strategic priorities that are used to develop assessment schedules to address those priorities. Once the schedules are completed, significant planning occurs preceding each specific assessment to direct its assessment activities toward the areas of greatest risk to Departmental operations and the safety and security of workers, the public, the environment, and DOE assets.
- 2. Coordination with DOE Headquarters and field elements is essential.** EA engages senior DOE leadership and other stakeholders such as the DOE IG when developing assessment schedules early in planning specific assessments to discuss, obtain feedback on, and deconflict priorities, scope, and objectives for all proposed oversight activities.
- 3. Assessments are based on established standards.** EA bases its assessments on national requirements and standards established by Congress, DOE, and other executive agencies, recognizing that DOE promulgates policy through DOE directives and regulations. EA also evaluates program office and site- and field-level requirements that often codify other national standards in strategic and operational documents. Examples include DOE program offices and field elements implementing instructions, contractor procedures, site safeguards and security

plans, cybersecurity program plans, integrated safety management plans and procedures, and emergency plans.

4. **Assessments must be fair, reasonable, and factual.** The Independent Oversight Program strives to be fair, reasonable, and factual in conducting assessments and interpreting how DOE policies and standards apply to specific programs. EA works to validate all data obtained in the evaluation process throughout its assessments and verify data accuracy at multiple levels to ensure correctness.
5. **Evaluate performance as an indicator of a program's effectiveness.** Whenever possible, the Independent Oversight Program uses existing performance indicators, observes work, and conducts performance tests to assess a program or program element. The Independent Oversight Program uses this information to determine the effectiveness of a safety, security, or cybersecurity program in implementing the intent and objectives of DOE policy.
6. **Assessments must supply meaningful, accurate, and current information.** EA develops reports as an output of an assessment; the aim of the report is to accurately present the results, identify the impacts of observed strengths and weaknesses, and when possible, provide recommendations and opportunities for improvement for consideration.
7. **The cooperation of field elements is essential in conducting thorough, efficient, and fair assessments.** EA teams work with site/field representatives to obtain detailed site and system knowledge essential to assessment planning; arrange administrative and logistical support; expedite data collection activities; and designate local points of contact who participate during scoping, planning, data collection, validation, and closeout of assessment activities. EA aims to establish a cordial, open, and professional relationship with site/field representatives to facilitate the efficient execution of assessment activities.
8. **The qualifications and objectivity of Independent Oversight Program appraisers are of paramount importance.** EA requires that its assessment team members are knowledgeable of applicable standards, technically competent in their assigned areas, aware of the Independent Oversight Program's goals, and able to perform all necessary functions related to their assessment responsibilities. EA maintains Federal staff training and qualification programs to maintain and continually improve mission performance; the programs adhere to DOE Order 426.1B, *Department of Energy Federal Technical Capabilities*.
9. **A written report will be the artifact of the assessment.** Report drafts are put through EA's formal accuracy and quality review and distribution process.
10. **The opportunity to observe through the field augmentation program is available.** EA strives to accommodate observers and augmentees of its assessment activities provided that the presence of the individual does not adversely impact the site or EA's ability to accomplish the assessment objectives. Augmentees are any individuals from outside the EA organization who are selected to participate in EA assessment activities as team members to provide skills or make up for a staff shortage. Observers are members of the team, but do not conduct data collection activities. To avoid conflicts of interest, augmentees and observers must be independent from the sites/organizations being assessed. EA also encourages senior managers from the headquarters line organizations to observe assessments to promote awareness of EA's evaluation methods, analytical practices, and validation processes and to facilitate understanding of the assessment results.

Assessment Process

There are three major phases for all assessments: planning, conducting, and reporting.

Planning

The planning phase includes the activities necessary to prepare for all aspects of an assessment.

- **Internal collaboration and prioritization.** This activity includes researching facilities and consulting with other EA organizations to help determine assessment priorities and crosscutting areas of focus.
- **Stakeholder collaboration.** This includes initial engagement and coordinating with cognizant DOE and contractor entities, including senior managers, as applicable to understand their priorities or areas of concern.
- **Scoping.** Scoping or operational awareness activities are conducted to identify which operations, programs, or facilities will be the subject of an assessment. Major assessments may include an interview with the cognizant program office Assistant Secretary or Program Director to discuss and garner feedback on the proposed scope and objectives of the assessment. EA conducts similar discussions at lower management levels for assessments with more limited scopes.
- **Planning and scheduling.** Timelines for onsite data collection and/or performance testing are coordinated with local management to ensure minimal disruption to operations or to align onsite activities for observation.
- **Methodology development.** This step is developing and issuing the assessment plan. The objective is that a plan is written, and socialized with the site that is being assessed, before the start of the assessment.
- **Logistics.** Coordinating with local or program leadership occurs to establish a point of contact to assist in executing the assessment. A request for documentation is issued to the site and other DOE organizations. Information technology needs are identified and planned for. Any specific requirements for a site visit are completed in advance, such as local security training and assigning onsite workspace.

Conducting

The conducting phase is the phase of the assessment principally devoted to collecting and validating data.

- **Inbrief.** In most cases, an initial meeting is conducted to share information (e.g., scope, schedule, team composition) on the assessment that is underway and review the general processes that will take place while on site.
- **Data collection and analysis.** Data is obtained through interviews, documentation provided by the site, work observations, and performance testing, such as tabletop and force-on-force exercises. Ideally, most assessments include onsite activities by the assessment team to support effective data collection efforts. Regardless of the collection method, EA continuously validates the collected data by cross-referencing sources, communicating with site points of contact, and through other means such as holding a daily validation meeting.
- **Outbrief.** At the end of data collection activities, EA generally convenes an exit meeting with site management to convey preliminary observations and describe the process for subsequent factual accuracy review and further processing of the draft assessment report.

Reporting

The reporting phase includes writing the report and executing all of the review and approval processes to produce the final product and distribute it through formal methods.

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- **Results analysis and report development.** Report preparation involves data integration and analysis, determining if any best practices exist to share, identifying deficiencies and findings, and drafting the initial report.
- **Factual accuracy review.** EA provides the draft report to field office management for review and validation, allowing the site to check all facts and correct any errors during the editing.
- **Quality review.** EA follows a formal internal business policy to review each report that it produces. This ensures that each report is thoroughly reviewed and that the wording is clear and aligns with our mission.
- **Leadership approval.** EA follows an internal process for leadership review and approval of reports.
- **Transmittal memo.** An initial format was established by EA-1 setting a required content standard and is maintained in templates by each assessment organization.

Report Coordination

EA coordinates assessment reports with program office leadership, Congressional Affairs, Public Affairs, and the Secretary's Office. Report coordination processes are documented in an internal business policy.

- **Program and staff office coordination.** Once a report is approved by EA-1, EA-40 provides the report to the heads of program or applicable staff offices for coordination (information only).
- **Congressional and Public Affairs coordination.** EA reports that are to be posted on the public website are sent to Congressional and Intergovernmental Affairs/Public Affairs in advance.
- **Briefing to the Office of the Secretary.** EA leadership may brief EA reports to the Office of the Secretary.
- **Report distribution and posting.** The final report is sent to site and program office leadership, and other stakeholders as appropriate, and posted either in full or in title to the DOE website depending on classification.

DOE Policy Evaluation

If determined that it is necessary, after a report is completed, a memorandum documenting any inadequacies that were identified in DOE policies or directives will be made to notify the applicable offices of primary interest.

Records Retention

The Independent Oversight Program follows the DOE Administrative Records Schedules maintained by DOE's Office of the Chief Information Officer. Records associated with each appraisal activity are assembled and archived for a period of 10 years from the date of the final report of the activity. At a minimum, the archives contain the following types of information, in either electronic or hard copy form:

- Appraisal plan
- Correspondence pertinent to the appraisal, as determined by each EA Tier 1 office director
- Site's written response to any Issue Form utilized
- Site and program office factual accuracy comments

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- EA briefing materials
- Appraisal summaries
- Management responses to the appraisal
- Final report and report transmittal memorandum

Process Improvement and Feedback

The Independent Oversight Program strives to improve its internal processes as part of a continuing effort to enhance its products and the value provided to DOE. EA offices implement a process to solicit information from the line management teams and from the assessment team members specifically for potential process improvements.

EA also expects office directors to keep an ongoing dialogue with their field and program office counterparts and be receptive to line management views on potential improvements in EA's assessment processes. EA and its offices can also conduct periodic meetings with senior leaders from the program offices to solicit feedback on EA's assessment processes.

Sharing Results

EA-10, Office of Enforcement, monitors a wide range of information sources to identify DOE contractor safety and security performance issues that may rise to the level of regulatory concern, and includes assessment reports by EA-20, EA-30, and EA-60. These reports provide insight on contractor operations that aid in the Office of Enforcement's evaluation of contractor safety and security programs. The Office of Enforcement leverages these insights, along with the perspectives of program and site offices, to ensure that enforcement activities are conducted using all available and relevant information. In addition to monitoring EA assessment reports, the Office of Enforcement participates on EA-wide QRBS and EA site-lead briefings.

EA-50 uses the information from assessment reports by EA-20, EA-30, EA-60, and outcome documents from EA 10 as input to enhance training material, offer added instruction in areas where needed, and create additional service offerings to fill training needs across the DOE complex.

Appendix A – Acronyms

DOE	U.S. Department of Energy
EA	Office of Enterprise Assessments
EA-1	Director of the Office of Enterprise Assessments
EA-10	Office of Enforcement
EA-20	Office of Safeguards and Security Assessments
EA-30	Office of Environment, Safety and Health Assessments
EA-40	Office of Resources Management
EA-50	National Training Center
EA-60	Office of Cyber Assessments
IG	Inspector General
QRB	Quality Review Board
SME	Subject Matter Expert