

[DOE LETTERHEAD]

January 18, 1996

MEMORANDUM The Deputy Secretary
FOR: The Acting Under Secretary

FROM: Tara O'Toole, M.D., M.P.H.
 Assistant Secretary
 Environment, Safety and Health

SUBJECT: Organizational Placement of the Departmental Representative to the
 Defense Nuclear Facilities Safety Board (DNFSB)

I want to raise an organizational issue that I first mentioned at the time of Secretary O'Leary's May 1993 Departmental Realignment and that I have subsequently discussed with you both on several occasions. During that realignment, the Departmental Representative to the DNFSB was located within the Office of Environment, Safety and Health (EH). Under the previous administration, that Office had been located in the Office of the Secretary.

The principal reason for shifting this reporting structure was to foster the Secretary's overall desire to reduce the number of functions reporting directly to the Office of the Secretary. That policy has indeed been effective in creating a "flatter" organization and facilitating program ownership of responsibility for program effectiveness. During this period, the functions of the Representative to the DNFSB have been carried out in a highly professional manner.

Location of this Office within EH has had unanticipated problems. The Representative to the DNFSB faces difficulty in his dealings with other programs. A perception exists that the Representative serves only EH, not all program offices. I believe that overall efficiency can be enhanced by transferring this Office to the Under Secretary's Office. This move will strengthen the function of the Representative's office to coordinate line program's input and also emphasize EH's role as health and safety advocate.

In summary, I believe that the Department would operate more efficiently and effectively if you would adopt our recommendation, made as early as 1993, to locate the Representative's Office in the Under Secretary's Office. Such a transfer would, of course, include all of the resources now available to the Departmental Representative. If desired, we would be glad to continue to perform administrative functions associated with this Office after the transfer.

Please let me know if you would like additional information.