

SUBJECT: CHIEF FINANCIAL OFFICER RESPONSIBILITIES

1. **OBJECTIVES.**

- a. To set forth requirements for operating the Department of Energy (DOE) in full compliance with the Chief Financial Officers Act of 1990 [Public Law (P.L.) 101-576] and related Office of Management and Budget (OMB) policy guidance.
- b. To set standards for sound financial management policies and practices, effective internal controls, accurate and timely financial information, and well-qualified financial managers.
- c. To define functions, organizational roles, and specific financial management responsibilities of the Department Chief Financial Officer (CFO), field CFOs or equivalents, and other Department officials.

2. **CANCELLATION.** DOE O 520.1 Chg 1, *Office of Chief Financial Officer*, dated 11-27-01.

3. **APPLICABILITY.**

- a. **DOE Elements.** Except for the exclusions listed in paragraph 3c, this Order applies to all DOE elements (see Attachment 1 for a complete list of DOE elements). This Order automatically applies to DOE elements created after it is issued.

The Administrator of the National Nuclear Security Administration (NNSA) shall assure that NNSA employees and contractors comply with their respective responsibilities under this Order. Nothing in this Order will be construed to interfere with the NNSA Administrator's authority under section 3212(d) of Public Law (P.L.) 106-65 to establish Administration specific policies, unless disapproved by the Secretary.

- b. **DOE Contractors.** The Order does not apply to contractors.
- c. **Exclusions.** This Order does not apply to the Federal Energy Regulatory Commission as an independent regulatory commission. The requirements of this Order apply to the Bonneville Power Administration (BPA) to the extent compatible with its unique business operation and organic statutes. Department CFO and the BPA CFO shall work collaboratively on application of this order to BPA to address their respective needs in a manner that supports both Department CFO and BPA goals and responsibilities.

4. REQUIREMENTS.

- a. The Chief Financial Officers Act and related OMB policy guidance require that a CFO position be established to “direct, manage, and provide policy guidance and oversight of Agency financial management personnel, activities, and operations.”
- b. Employees in every DOE organization will support the Department CFO in meeting financial management requirements.
- c. Field CFOs or equivalents will manage and operate their offices consistent with financial policies, procedures, and guidance promulgated by the Department CFO.
- d. Field CFOs or equivalents who report to heads of field elements will be accountable to the Department for field element financial management.

5. RESPONSIBILITIES.

- a. Secretary of Energy.
 - (1) Coordinates with White House personnel (and the OMB, when appropriate) on the President’s nomination of a CFO candidate.
 - (2) Appoints Department Deputy CFO based on CFO recommendations and OMB position qualification standards and advice.
- b. Chief Financial Officer.
 - (1) General.
 - (a) Directs, manages, and provides policy guidance and oversight of DOE financial management personnel, activities, and operations, or for NNSA, provides policy guidance and oversight of NNSA financial management personnel, activities, and operations.
 - (b) Oversees all financial management activities related to DOE programs and operations.
 - (c) Establishes financial management policies, procedures, and guidance for all Departmental components and, as appropriate, for site/facility management contractors and other contractors as necessary, or for NNSA, recommends financial management policies, procedures, and guidance for NNSA and, as appropriate, for NNSA site/facility management contractors and other contractors.
 - (d) Facilitates the integration of accounting, performance, and budgeting data for systematic measurement of performance.

- (e) Prepares for the Secretary's approval the Department's annual plan to implement the five-year financial management plan prepared by the Director of OMB.
- (f) Prepares and/or submits the annual comprehensive *U.S. Department of Energy Performance and Accountability Report* to the President, Congress, and OMB as required by section 902(a)(6) of P.L. 101-576 and the Reports Consolidation Act of 2000, P.L. 106-531 (31 U.S.C. 3516). The report includes—
 - 1 annual financial statements with accompanying management discussion and analysis and audit report [31 U.S.C. 3515 and P.L. 103-356, the Government Management Reform Act of 1994 and 31 U.S.C. 3521(e)];
 - 2 a report on management controls and financial systems [P.L. 97-255, the Federal Managers' Financial Integrity Act of 1982, 31 U.S.C. 3512(d)];
 - 3 a performance report [P.L. 103-62 (31 U.S.C. 1116), the Government Performance and Results Act of 1993];
 - 4 the Inspector General's summary of the most serious management and performance challenges facing the Department [31 U.S.C. 3516(d)]; and
 - 5 other information necessary to fully inform the President, Congress, and OMB concerning the status of the DOE finances, performance, management controls, and financial systems [31 U.S.C. 902(a)(6)(E)].
- (g) Accesses, as needed, all records, reports, audits, reviews, documents, papers, recommendations, and other material that is DOE property (or is available to the Department) and is related to programs and operations for which the CFO has responsibility.

NOTE: Such access is subject to the limitations in the law established for Office of Inspector General (OIG) material [P.L. 101-576, section 902(b)(2)].

- (h) Requests information or technical assistance from Federal, State, or local government entities as necessary to meet the responsibilities of this Order.

(2) Accountability.

- (a) Reports directly to the Secretary and serves as advisor to the Secretary, Deputy Secretary, and other Departmental officials on financial management matters.
- (b) Exercises Secretarial authorities that are specifically delegated to the CFO.
- (c) Provides financial information to Department officials in support of decision-making processes.
- (d) Concurs on and supports the efforts of heads of Departmental Headquarters elements to ensure that resources contained in financial management budgets and submissions from the field are adequate to support financial management functions in organizations under their purview, or for NNSA, consults with the National Nuclear Security Administrator to ensure that resources contained in financial management budgets and submissions from the field are adequate to support financial management functions in organizations under their purview.
- (e) Reviews major legislation, programmatic proposals, and requirements for major procurements and advises DOE officials on Federal costs and benefit estimates.
- (f) Reviews and approves budget or financial reports and correspondence for transmittal to the Secretary, OMB, the President, Congress, or external entities, or for NNSA, reviews and consults on NNSA budget or financial reports and correspondence for transmittal to the Secretary, OMB, the President, Congress, or external entities.

NOTE: Concurrence/consultation typically would not be required for routine discussions with or presentations to local groups.

- (g) Coordinates briefings on Departmental budget or financial issues for the Secretary, OMB, the President, and Congress.
- (h) Acts as liaison with OMB and ensures DOE compliance with OMB budgetary and financial management policies.
- (i) Represents the Department on the Chief Financial Officers Council.

- (j) Participates in Departmental information resources management and procurement policy councils and decision making.
- (3) Performance.
- (a) Establishes and maintains internal control policies, standards, and compliance guidelines for financial management, or for NNSA, recommends internal control policies, standards, and compliance guidelines for NNSA financial management.
 - (b) Seeks corrective actions as needed in response to findings of inappropriate financial management practices. Takes appropriate action to address the potential for or actual instances of improper financial management reported by field CFOs or equivalents.
 - (c) Coordinates with heads of Departmental Headquarters elements on the development of performance measurement systems for the evaluation and comparison of progress in achieving program objectives in light of resources expended.
 - (d) Ensures that financial management systems include internal controls.
 - (e) Supports the collection and reporting of accurate financial information.
 - (f) Coordinates with the Inspector General and other auditors to improve DOE financial statements and ensures that financial reports and supporting documentation are adequate and can be audited in a timely manner.
 - (g) Formulates and oversees DOE budget execution and compliance with policy and operating guidance.
 - (h) Monitors the financial execution of the Department's budget in relation to actual expenditures and prepares and submits to heads of Departmental elements timely performance reports.
 - (i) Biennially reviews fees, royalties, rents, and other charges for services and things of value the Department provides and makes recommendations on revising charges to reflect costs incurred.

NOTE: This CFO responsibility does not modify existing rate-making responsibilities of the Power Marketing Administrators.

- (j) Approves and oversees implementation of DOE asset, cash, credit, and debt collection management systems, and accountability for property and inventory, or for NNSA, consults on NNSA asset, cash, credit, and debt collection management systems, and accountability for property and inventory.
 - (k) Designates in writing (or for NNSA, recommends) authorizing officials to sign program release documents and determine the fund citations or accounting classifications that accompany each authorization and ensures that funds are used for the purpose for which they were appropriated (31 U.S.C. 1301).
 - (l) Approves deviations from the standard DOE Acquisition Regulation (DEAR) financial management clauses in solicitations and contracts, or for NNSA, consults with NNSA on deviations from the standard DEAR financial management clauses in NNSA solicitations and contracts.
- (4) Systems.
- (a) Oversees the design, implementation, and maintenance of the Department's financial management and accounting information systems.
 - (b) Advises and provides recommendations to the Chief Information Officer (CIO) and other Departmental officials regarding the acquisition, development, or implementation of management information systems that interface with DOE financial management systems.
 - (c) Approves (in consultation with the CIO or equivalent, as necessary) the design of other information systems that provide, in whole or in part, financial and/or program performance data used in financial statements and cost accounting and performance management reports, or for NNSA, consults with NNSA on the design of other NNSA information systems that provide, in whole or in part, financial and/or program performance data used in financial statements and cost accounting and performance management reports.
- (5) Personnel.
- (a) Provides recommendations to the Secretary on candidates for the Department's Deputy CFO.

- (b) Provides concurrence to heads of Departmental elements on financial management personnel qualifications, establishment of positions, recruitment, performance standards, training requirements, and retention, or for NNSA, consults on NNSA financial management personnel qualifications, establishment of positions, recruitment, performance standards, training requirements, and retention.
- (c) Provides concurrence to heads of Departmental elements on financial management reorganizations and requests for workforce shaping authorities, both for Headquarters and field elements, or for NNSA, consults on NNSA financial management reorganizations and requests for workforce shaping authorities, both for Headquarters and field elements.
- (d) Approves the designation of field CFO or equivalent positions (see Attachment 2 for a list of Designated Field Chief Financial Officer Positions), or for NNSA, consults with NNSA on the designation of NNSA field CFO or equivalent positions.
- (e) For field CFO or equivalent appointments and evaluations.
 - 1 concurs (or for NNSA, consults) in advance on qualifications and selection, including recruitment or reassignment information and required documentation;
 - 2 concurs (or for NNSA, consults) on the establishment or revision of position descriptions, qualification requirements, training requirements, and performance standards;
 - 3 concurs (or for NNSA, consults) on compensation and relocation matters; and
 - 4 concurs (or for NNSA, consults) on field CFO or equivalent annual performance appraisals.
- (f) Concurs with heads of field elements regarding significant disciplinary actions and performance recognition for field CFOs or equivalents under their supervision, or for NNSA, consults on significant NNSA disciplinary actions and performance recognition for field CFOs or equivalents.
- (g) Designates a representative to serve on the merit promotion or staffing panel that ranks applicants for a field CFO or equivalent position.

- (h) Concur with heads of field element selection and reassignment of field CFOs or equivalents, or for NNSA, consult on NNSA selection and reassignment of field CFOs or equivalents.

c. DOE or NNSA Head of Contracting Activity.

- (1) Ensures that standard financial management clauses are included in DOE site/facility management solicitations and contracts and, as appropriate, other contracts.
- (2) Ensures that field CFOs or equivalents are designated by the contracting officers as contracting officer representatives or equivalents for the administration of financial matters for site/facility management contracts within their cognizance including the review of indirect rates.
- (3) Ensures that Cost Accounting Standards Disclosure Statements, including indirect rate calculations, are approved by the contracting officer in consultation with the field CFO or equivalent.

d. Heads of Departmental Headquarters Elements.

- (1) Operate in compliance with financial policy, procedures, and guidance promulgated by the Department.
- (2) Coordinate with the Department CFO in the development of performance measurement systems that evaluate and compare progress in achieving program objectives with resources expended.
- (3) Coordinate with the Department CFO on issues that have budgetary and financial impact.
- (4) Designate (in writing) Headquarters authorizing officials to sign program release documents and determine accompanying fund citations or accounting classifications and ensure that funds are used for the purposes for which they were appropriated (31 U.S.C. 1301).
- (5) Obtain Department CFO concurrence on financial management personnel qualifications, establishment of positions, recruitment, performance standards, training requirements, and retention, or for NNSA, consult with the Department CFO on financial management personnel qualifications, establishment of positions, recruitment, performance standards, training requirements, and retention.
- (6) Obtain Department CFO concurrence on financial management reorganizations and requests for workforce shaping authorities, or for NNSA, consult with the Department CFO on financial management reorganizations and requests for workforce shaping authorities.

- (7) Allocate staff positions and other resources adequate to support field financial management functions.
- (8) For field CFO or equivalent appointments and evaluations.
 - (a) obtain concurrence from the Department CFO (or for NNSA, consult with the Department CFO) in advance on qualifications and selection;
 - (b) obtain concurrence from the Department CFO (or for NNSA, consult with the Department CFO) on the establishment or revision of position descriptions, qualification requirements, and performance standards;
 - (c) obtain concurrence from the Department CFO (or for NNSA, consult with the Department CFO) on compensation, performance recognition and relocation matters;
 - (d) obtain Department CFO concurrence (or for NNSA, consult with the Department CFO) on field CFO or equivalent annual performance appraisals; and
 - (e) consult and coordinate with the Department CFO on disciplinary actions regarding field CFO or equivalents.

e. Heads of Field Elements.

- (1) Operate programs in a manner consistent with financial policy, procedures, and guidance promulgated by the Department.
- (2) Ensure that field CFO or equivalent's offices are organized and staffed adequately to support field finance and accounting, budget and planning, financial review, and other financial management functions.
- (3) Designate field CFO or equivalent positions for Department CFO approval, or for NNSA, consult with the Department CFO regarding designation of field CFO or equivalent positions.
- (4) Obtain Department CFO concurrence on personnel actions/issues as described in 5b(5)(d)-(h) of this Order, or for NNSA, consult with the Department CFO on personnel actions/issues as described in 5b(5)(d)-(h) of this Order.
- (5) Assist heads of Departmental Headquarters elements or field CFO or equivalent, and Department CFO in resolving financial management issues.

- (6) Bring the potential for or actual instances of improper financial management to the attention of the heads of Departmental Headquarters elements and support the Department CFO and field CFO or equivalent in addressing those issues.
- (7) Support the field CFO or equivalent in executing responsibilities reserved for or assigned to the Department CFO by statute, regulation, or Departmental policy.

f. Allotment Holder. See Attachment 3 for a list of allotment holders.

- (1) Establishes and maintains effective systems for the administrative control of funds allotted to the allotment holder and the commitment of funds, including the certification of funds availability for each transaction before obligation, in accordance with approved funding programs and allotments.
- (2) Ensures that funds are not obligated in excess of available budgetary resources.
- (3) Requests new fiscal year apportionments sufficient to cover estimated obligations required for work-for-others activities.
- (4) Ensures that accounting reports are reconciled with source documents periodically and that errors are identified and corrective actions are taken in a timely manner.
- (5) Ensures that acceptance of voluntary service by the United States and employment of personal service are not in excess of that authorized by law.

NOTE: Exceptions are authorized for emergencies that pose risks to safety of human life or the protection of Federal property.

- (6) Designates (in writing) authorizing officials to sign procurement requisitions and determine appropriate fund citations or accounting classifications to ensure funds are used for the purposes for which they were appropriated (31 U.S.C. 1301).

g. Field CFO or Equivalent.

- (1) General.
 - (a) Directs, manages, and provides policy guidance and technical direction and oversight to financial management personnel, activities, and operations, including activities and operations of subordinate reporting organizations.

- (b) Exercises Secretarial and Department CFO authorities specifically delegated to field CFOs or equivalents.
- (c) Establishes practices, standards, and measures for financial stewardship of field element resources.
- (d) Oversees the design, implementation, and maintenance of field element and site/facility management contractor financial management and accounting information systems, which must—
 - 1 include effective internal controls;
 - 2 support the collection and reporting of accurate financial information; and
 - 3 facilitate the integration of accounting, performance, and budgeting data for the systematic measurement of performance.
- (e) Serves as the focal point for—
 - 1 identifying, addressing, and resolving assigned site/facility management contractor financial management issues;
 - 2 making cost (expense) versus capital funding decisions; and
 - 3 referring cross-cutting financial issues to the Department CFO.
- (f) Maintains cognizance of all major legislative initiatives affecting the field element; reviews field element programmatic proposals, requirements for major procurements, and changes in credit programs; and provides advice to field element officials on Federal cost and program benefit estimates.
- (g) Provides to the Department CFO field element input for the Secretary's annual plan for implementation of the five-year financial management plan prepared by the Director of OMB.
- (h) Prepares and/or submits field element input to the following DOE reports [as required by P.L. 101-576, section 902(a)(6) and P.L. 106-531, the Reports Consolidation Act of 2000 (31 U.S.C. 3516)]:
 - 1 the Department's annual financial statements (31 U.S.C. 3515) with accompanying management discussion and analysis and the audit report as required by P.L. 103-356 [31 U.S.C. 3521(e)];

- 2 the Department's report on management controls and financial systems as required by P.L. 97-255 [31 U.S.C. 3512(d)];
- 3 the Department's performance report as required by P.L. 103-62 (31 U.S.C. 1116); and
- 4 other Department CFO reports to fully inform the President, Congress, and OMB concerning the status of DOE finances, performance, management controls, and financial systems as required by 31 U.S.C. 902(a)(6)(E).

- (i) Provides guidance for integrating accounting, performance, and budget information and for developing field element financial management budgets.
- (j) Recommends to the head of the field element (for submission to the Department CFO) financial management budget resource levels to execute all financial management responsibilities effectively and efficiently.
- (k) Accesses, as needed, all records, reports, audits, reviews, documents, papers, recommendations, or other material that is DOE property (or is available to DOE) and relates to programs and operations for which the field CFO or equivalent has responsibility.

NOTE: Such access is subject to the limitations in the law established for OIG material [P.L. 101.576, section 902(b)].

- (l) Serves as contracting office representative or equivalent for the administration of financial matters for site/facility management contracts within their cognizance including the review of indirect rates.

(2) Accountability.

- (a) Reports directly to the head of the field element and serves as advisor to senior field element officials, site offices, and DOE site/facility management contractors on financial management matters.

NOTE: Under a dual reporting relationship, the field CFO or equivalent also is functionally accountable to the Department CFO, or for NNSA, the field CFO is also

functionally accountable to the Associate Administrator for Management and Administration.

- (b) Provides financial information to field element managers and other Departmental officials in support of decision-making processes.
 - (c) Ensures that qualified, effective financial management professionals are available to support the field CFO or equivalent functions.
 - (d) Serves as the field element's principal point of contact with the OIG, Government Accountability Office (GAO), and other internal and external audit and review entities.
 - (e) Acts as principal point of contact with the Department CFO and representatives of heads of Departmental Headquarters elements on budgetary and financial matters. With regard to NNSA, the Director of Planning, Programming, Budgeting and Evaluation (PPBE) is the principal point of contact with the Department CFO for budgetary matters.
 - (f) Participates in field element information resources management and procurement policy councils and decisions.
- (3) Performance.
- (a) Ensures that finance and accounting, budget and planning, and financial review are conducted in compliance with policy, procedures, and guidance promulgated by the Department. With regard to NNSA, the Director of PPBE is responsible for planning, budget and evaluation.
 - (b) Interprets and implements Departmental financial management policies, principles and requirements and approves best practices and procedures necessary for site/facility management and other major contractors.
 - (c) Establishes and reviews internal financial management control policies, standards, and compliance guidelines and seeks corrective actions when necessary.
 - (d) Supports heads of Departmental Headquarters elements in developing performance management systems for evaluation of progress in achieving program objectives in relation to resources expended.

- (e) Monitors financial execution of the field element budget in relation to actual expenditures and prepares and submits to the head of the field element timely performance reports.
- (f) Analyzes operations and provides financial reports on status, trends, and controls for execution and compliance purposes.
- (g) Reviews and approves plans for field element and site/facility management contractor accounting systems for compliance with cost accounting standards, policies, and procedures promulgated by the Department, OMB, Congress, and other regulatory entities.
- (h) Coordinates with the local OIG to improve field element financial statements and to ensure that financial reports and supporting documentation are adequate and can be audited in a timely manner.

NOTE: An internal control officer has been designated in the NNSA Office of Associate Administrator for Management and Administration to function as the principal point of contact with the OIG, GAO, and other external review groups.

- (i) Conducts a financial review program consistent with guidance provided by the Department in the guide for Financial Management Oversight, which provides a comprehensive model of effective financial management oversight.
- (j) Recommends to the Department CFO (or for NNSA, recommends to the NNSA Associate Administrator for Management and Administration) any necessary deviations from standard DEAR financial management clauses in site/facility management solicitations/contracts and, as appropriate, other contracts.
- (k) Reviews biennially the fees, royalties, rents, and other charges for services and things of value the Department provides and makes recommendations on revising those charges to reflect costs incurred.
- (l) Implements financial aspects of DOE systems for managing assets, cash, credit, debt collection, and financial accountability for property and inventory.
- (m) Reports potential or actual instances of improper financial management to the Department CFO (or for NNSA, to the NNSA

- (n) Associate Administrator for Management and Administration) and heads of Departmental Headquarters elements.
- (o) Reviews and advises the contracting officer regarding the adequacy of Cost Accounting Standards Disclosure Statements.

(4) Systems.

- (a) Approves the acquisition, development, and implementation of management information systems that interface with the DOE financial management system.
- (b) Approves in consultation with the field element CIO or equivalent the design of information systems that provide financial and/or program performance data used in financial statements and cost accounting and performance management reports.
- (c) Recommends whether a contractor should have an integrated accounting system and provides rationale and supporting documentation to the Department CFO (or for NNSA, to the NNSA Associate Administrator for Management and Administration).

6. REFERENCES.

- a. P.L. 101-576, the Chief Financial Officers Act of 1990.
- b. P.L. 106-531, the Reports Consolidation Act of 2000.
- c. P.L. 103-356, the Government Management Reform Act of 1994.
- d. P.L. 97-255, the Federal Managers' Financial Integrity Act of 1982.
- e. P.L. 103-62, the Government Performance and Results Act of 1993.
- f. Title XXXII, P.L. 106-65, as amended, the National Nuclear Security Administration Act.

7. CONTACT. Questions concerning this Order should be brought to the attention of the Office of Financial Policy (CF-50), 202-586-4860, within the Office of Chief Financial Officer.

BY ORDER OF THE SECRETARY OF ENERGY:



CLAY SELL
Deputy Secretary

DOE ELEMENTS TO WHICH DOE O 520.1A IS APPLICABLE

Office of the Secretary
Energy Information Administration
National Nuclear Security Administration
Office of Chief Financial Officer
Office of Chief Information Officer
Office of Civilian Radioactive Waste Management
Office of Congressional and Intergovernmental Affairs
Office of Economic Impact and Diversity
Office of Electricity Delivery and Energy Reliability
Office of Energy Efficiency and Renewable Energy
Office of Environmental Management
Office of Fossil Energy
Office of General Counsel
Office of Health, Safety and Security
Office of Hearings and Appeals
Office of Human Capital Management
Office of Inspector General
Office of Intelligence and Counterintelligence
Office of Legacy Management
Office of Management
Office of Nuclear Energy, Science and Technology
Office of Policy and International Affairs
Office of Public Affairs
Office of Science
Southeastern Power Administration
Southwestern Power Administration
Western Area Power Administration

DOE ELEMENTS TO WHICH DOE O 520.1A IS *NOT* APPLICABLE

Federal Energy Regulatory Commission

DESIGNATED FIELD CHIEF FINANCIAL OFFICER POSITIONS

Bonneville Power Administration	Vice President, Finance and Chief Financial Officer
Chicago Operations Office	Chief Financial Officer
Golden Field Office	Finance Team Leader
Germantown Office	Director, Office of Finance and Oversight
Idaho Operations Office	Chief Financial Officer
National Energy Technology Laboratory	Chief Financial Officer
National Nuclear Security Administration	Director, Office of Field Financial Management/CFO
Naval Petroleum Reserve No. 3	Finance Manager
Environmental Management Consolidated Business Center	Assistant Director, Office of Financial Management Consolidated
Oak Ridge Office	Chief Financial Officer
Pittsburgh Naval Reactors Office	Chief Financial Officer
Richland Operations Office	Assistant Manager, Administration
Southeastern Power Administration	Assistant Administrator for Finance and Marketing
Schenectady Naval Reactors Office	Chief Financial Officer
Strategic Petroleum Reserve Office	Director, Planning and Financial Management Division
Savannah River Operations Office	Chief Financial Officer
Southwestern Power Administration	Assistant Administrator, Office of Corporate Services/Chief Financial Officer
Western Area Power Administration	Chief Financial Officer

DEPARTMENT OF ENERGY ALLOTMENT HOLDERS

Chief Financial Officer
Director, Consolidated Business Center
Manager, Chicago Operations Officer
Chair, Federal Energy Regulatory Commission
Director, National Energy Technology Laboratory
Manager, Idaho Operations Office
Director, National Nuclear Security Administration Service Center
Manager, Oak Ridge Operations Office
Manager, Pittsburgh Naval Reactors Office
Administrator, Western Area Power Administration
Manager, Richland Operations Office
Administrator, Southeastern Power Administration
Project Manager, Strategic Petroleum Reserve Project Management Office
Manager, Savannah River Operations Office
Manager, Schenectady Naval Reactors Office
Administrator, Southwestern Power Administration
Manager, Scientific and Technical Information Center