Post-Hearing Questions for the Record Submitted to the Honorable Gregory H. Friedman From Senator Ron Johnson

"Contract Management by the Department of Energy" June 27, 2013

1. You cited concerns about the quality and expertise of the federal workforce tasked with overseeing DOE's contractors. Are there specific areas in which you have found that DOE project managers lack necessary expertise to effectively run these projects?

As we noted in our testimony, we have observed instances of insufficient Federal staffing, in terms of size and expertise, to provide effective contract and project oversight. For example, in our audit on *The Department of Energy's K-25 Building Decontamination and Decommissioning Project* (DOE/IG-0854), we reported that the K-25 Federal Project staff consisted of only nine full-time-equivalents (FTE) even though the Department's staffing models indicated that 22 FTEs were needed to provide the oversight necessary to protect the taxpayer's interests. We also observed numerous changes in Federal leadership for this Project. Specifically, since 2007 four different Project directors have overseen this Project. These sorts of rapid changes in leadership are not comforting, especially in projects as large as K-25. Whether or not leadership change or leadership competence is a proximate cause, the K-25 effort has seen more than its share of problems.