

BPA Policy 130-7
Functional Statement for Office of the Chief
Administrative Officer
Executive Office

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1. Office of the Chief Administrative Officer

Office of the Chief Administrative Officer (CAO) reports to the Administrator and Chief Executive Officer for Bonneville Power Administration (BPA) and acts in his/her absence. The CAO is a principal BPA executive and policy advisor to the Administrator and Chief Executive Officer (CEO) and is responsible for leadership of agency operations. The CAO is the key strategy formulator for program operations, and is a Shared Senior Officer under Federal Energy Regulatory Commission (FERC) Standards of Conduct (SOC) rules. The CAO oversees and provides direction and guidance for program execution and administration to the Senior Vice Presidents, Directors and Managers of Safety, Human Capital Management, Supply Chain Services, Work Place Services, and Security and Emergency Response.

The CAO is responsible for providing policy and strategic guidance concerning Bonneville Power Administration (BPA) internal operations. This function provides leadership at the agency level for strategic direction and policy.

The CAO provides internal management oversight and leadership to enable the CEO to carry out the agency mission in accordance with statutory and contractual obligations, and achieve the agency's strategic business objectives.

2. Safety

Safety administers BPA's safety program, provides advice, counsel, direction, and support to all BPA federal employees to provide a safe workplace. This function reviews and approves contractor site specific safety plans in compliance with host utility responsibilities. They are the point-of-contact with the Department of Energy (DOE) for the Federal Employee Occupational Safety and Health (FEOSH) Program. They conduct inspections, investigations, and appraisals and make recommendations concerning safe work practices and procedures.

A. **Construction Safety** focuses on the oversight of construction projects, including large equipment installations, equipment demolitions and supports production engineering and contractor implementation of Construction Safety Management Systems, provides safety leadership for building construction and equipment installation projects, participates in pre-construction process to ensure safety requirements are clear to contractors, and delivers site safety orientations.

Contractor Safety reviews and approves contractor site specific safety plans in compliance with host utility responsibilities. The team conducts the oversight of contractors working at BPA sites, facilities, and activities to confirm that work is performed in accordance with BPA safety requirements, applicable contract provisions, BPA approved safety plans, approved safety management programs and processes, and safety work control processes and procedures. The team evaluates the effectiveness of safety management system implementation; observes hands-on work and implementation of procedures and processes at the worker level; implements and executes a contractor self-assessment program.

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- B. **Field Safety** is responsible for the safety of workers who maintain the BPA transmission system and all of the field assets. This is done in a collaborative relationship by providing advice and counsel on safety matters while ensuring through audit and inspection that safety rules and procedures are followed. This relationship allows BPA to provide safe and reliable electric power to the stakeholders throughout the service territory, which BPA serves. Regional personnel provide direct response to immediate hazards while participating in development of system wide programs, which protect all workers on our system.
- C. **Corporate Safety** is responsible for BPA’s Safety Management System, Operating Experience, Human Performance, Safety Training, Ergonomics, Fire Protection and Occupational Safety & Health programs. The team also provides oversight on activities performed by BPA organizations to determine whether safety programs, safety systems and controls, and management systems (including assurance and oversight systems) are conducted effectively and in compliance with safety and health requirements. Activities include operational awareness activities, onsite reviews, assessments, self-assessments, and performance evaluations of BPA contractor and Federal programs or facility safety structures, systems and components. The Director of Corporate Safety is the point-of-contact for the Department of Energy (DOE) Federal Employee Occupational Safety and Health (FEOSH) Program.
- D. **Occupational Safety & Health** is responsible for the execution of BPA’s Medical Surveillance and Industrial Hygiene programs. The Industrial Hygiene program preserves health and improves safety by anticipating, recognizing, evaluating, and controlling industrial hazards where BPA employees work. The program recommends appropriate engineering and administrative controls and personal protective equipment to prevent occupational related illnesses, injuries or death to workers. The team recommends personnel for training and exposure-based medical surveillance. The medical team ensures employees are routinely medically qualified and screened in accordance with BPA, OSHA, DOT and other applicable standards.

3. Human Capital Management (HCM)

BPA’s Human Resources Service Center plans, directs and manages a comprehensive human capital management strategy and program aligned to meet agency mission and objectives. The function provides oversight on all HR programs. This organization is responsible for producing BPA’s talent management strategy and developing, communicating, and coordinating HR policies and initiatives. It manages the development and evaluation of HCM programs to ensure compliance and operational excellence.

- A. **Employee and Labor Relations** manages the Employee Relations Program, Labor Relations Program, Performance Management, Recognition Program, Leave and Hours-of-Duty Programs, Reasonable Accommodations Program, Drug and Alcohol Testing Program, Worker’s Compensation Program and implements the Harassment Free

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Workplace Policy. The function is responsible for negotiating and administering labor agreements and providing direction and consultation to management on employee and labor relations matters. They provide technical assistance to and coordination of the Partnership Council and other labor-management forums.

- B. **Human Resources Advisory Office** produces comprehensive workforce analyses and strategies that drive a cohesive and focused human resources organization. The organization provides strategic business partner liaisons that directly advise, communicate and support the execution of HCM programs, products and services into the business organizations. The function is responsible for developing, communicating, and coordinating HR strategies, policies, and initiatives with the business units and corporate organizations. The Human Resources Advisory Office also provides workforce analytics for BPA. This includes planning, directing and conducting studies to determine the right size and composition for the workforce while assessing risks in order to ensure BPA is able to effectively deliver on the mission.
- C. **Benefits, HR Processing and Information Systems** provides oversight and strategic management of HR automation and manages benefits and retirement programs. It performs business analysis and leads business process management initiatives. The organization coordinates and collaborates with Information Technology for HCM automation initiatives and provides functional support for implementation, upgrades, and maintenance of the HR Management Information System (HRmis). The organization is responsible for implementing and managing federal benefits and retirement programs, ensuring personnel action data stewardship and operation of the HR call center (HR Help).
- D. **Recruitment and Classification** provides classification and recruitment programs that are in alignment with the agency’s talent management strategy to ensure the right people are in the right place at the right time. Compensation strategies are developed and effectively deployed in order to recruit and retain highly qualified, diverse employees to the Agency. Organizations are designed, structured, and staffed to most effectively support Agency outcomes. Classification and staffing programs are in compliance with appropriate Federal regulations and in alignment with merit system principles.
- E. **Learning and Workforce Development** focuses deliberate processes and development programs on the highest leverage opportunities, to effectively assess and develop employees to support increased skills, knowledge, and competencies to strengthen workforce capabilities. It leads the development, planning and facilitation of the agency wide succession approach, driving programmatic initiatives to meet the individual, managerial, leadership and senior executive development needs essential to carrying out agency mission and critical business objectives, and measures programmatic results. Learning and Workforce Development also leads and drives the employee engagement survey and associated action planning activities in support of effective leadership and

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provides ongoing conflict management and organizational development support for the business organizations.

4. Supply Chain Services (SCS)

SCS is a value added, full service provider of procurement, materials management and logistics services; providing its internal customers a collaborative, seamless and timely method for obtaining equipment, materials, and services to support their work requirements, while ensuring ethical, risk appropriate business practices that are compliant with Bonneville’s purchasing regulations as codified in the Bonneville Purchasing Instructions (BPI), and that risk is mitigated through effective internal controls. SCS monitors and manages the timely and efficient execution and conduct of all Supply Chain functions across the Agency.

SCS provides certain specialized services in support of its customers including contracting for services, materials, and equipment; materials management, including warehousing of inventory; inventory management; order filling; transportation and fleet management; asset utilization and investment recovery; hazardous materials processing and disposal; supplemental labor management; information systems management as it applies to Supply Chain, including management of material and equipment catalogs.

SCS is responsible for continuous improvement of Supply Chain processes and implements Agency-wide initiatives that consider planning, designing, purchasing, delivering, and the paying for goods and services. The Supply Chain organization works closely with the Purchasing/Property Governance Office and the Accounts Payable staff, as well as the Program Offices, to implement industry best practices and to ensure efficient, “low touch,” supply chain solutions across all BPA supply chain activities.

A. **Logistics Management** manages the warehousing of materials; the investment recovery operations which administer the sale, disposal, or donation of unneeded materials and the re-use of materials that fit the specifications of the current BPA system; and the transportation of materials to their needed locations. This organization ensures delivery of the right material or service to the right place at the right time. In providing these services, the Logistics Management organization meets all agency logistics needs and resolves conflicting priorities with customer requirements.

1. **Warehouse and Transportation Services** organization provides centralized storage of materials; receiving and inspection of purchased materials; handling of switchboard shop materials; and issuing of materials and equipment (picking and packaging) in support of projects and maintenance requests. The organization, in its storage role, physically maintains and preserves all inventories including general stock, direct charge materials, emergency maintenance stock, electrical maintenance spare parts, inventory for general shops and switchboard shops, and inventories for other organizations of BPA, including Information Technology (IT) and Environment, Fish & Wildlife (EF&W). The Warehouse and Transportation Services organization also

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determines inventory storage and location strategies to provide optimum client support, provides order support to the Field and other organizations that order materials, and maintains inventory accuracy to assure the desired number of items are actually in stock when needed.

Additionally, this organization provides transport of materials and equipment and facilitates delivery to field locations for clients and customers with specialized needs. In meeting these requirements, this organization oversees the contract driver program, handles the dispatch of deliveries for both routine and expedited deliveries, manages both inbound and outbound freight, and manages the Traffic Office.

2. **Asset Utilization organization** directs the flow of material returns, from the field, construction sites, and the central warehouse, back to the inventory system and processes and disposes of hazardous materials and equipment. This organization also plans, acquires, and manages BPA-wide General Services Administration (GSA) passenger and BPA special-use equipment, including coordination and management of equipment and vehicle loan pools. This organization, in general, provides services to assist all BPA organizations in achieving the most efficient use of materials and equipment and is responsible for recovering the maximum value for materials and equipment that is either damaged or excess to the Agency's needs.

B. **Business Analysis and Strategy organization** provides both analytical support and strategic direction for SCS and customer organizations. From a business analysis point of view, this organization manages the Supply Chain performance metrics, provides a pool of centralized, experienced, analytical resources that assist with market intelligence, financial analysis, cost modeling, spend analysis, inventory analysis, process analysis, and risk analysis; as well as provides A-123 and audit support in conjunction with process controls. From a strategy point of view, this organization provides the resources necessary to keep BPA's Supply Chain continuously improving by analyzing the "big picture" and determining what step-function improvements (whether in processes or technology), should be made in the areas of inventory management, warehousing, transportation, and purchasing.

Additionally this organization monitors, administers and manages the use of supplemental labor throughout the Agency. This organization is responsible for establishing and implementing supplemental labor policies, in conjunction with the Purchasing/Property Governance Office; implementing and continuously improving standardized supplemental labor processes; evaluating supplemental labor suppliers and creating strategic alliances where appropriate; strategically sourcing supplemental labor in order to provide the best resources at the best prices; and managing the Vendor Management System (VMS) all with the goal of ensuring effective and efficient utilization of supplemental labor resources.

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C. **Sourcing Services** is responsible for acquiring all of BPA’s materials and services, and the contracting for all services and project needs as well as managing BPA’s inventory of supplies and goods. Sourcing Services is also responsible for fully integrating strategic sourcing into all spend categories including the monitoring of critical issues which affect BPA's purchasing, contracting, and inventory performance; managing the Supplier Diversity and Supplier Qualification programs; and acting as a central point of coordination for projects, materials, inventory, contracts, and material procurements. This is done to ensure that these activities are carried out in a coordinated and efficient manner.

1. **Commercial Materials** manages BPA’s inventory, and executes and administers procurements in the areas of short-lead telecom/control materials, Maintenance, Repair, and Operation (MRO)/Distributor-based materials, and commercial materials (those materials that typically are low-dollar value items, short-lead time items, large purchase quantity items), or some combination of the three. For these areas of procurement, Commercial Materials identifies opportunities for reducing the vendor base to provide BPA with cost savings and increased effectiveness through long-term contractual relationships. In addition, it monitors contract delivery and quality performance, and evaluates vendors to continuously supply the best and most cost efficient services possible to stakeholders. Additionally, it coordinates the Technical Equipment Acquisition Program (TEAP).

2. **Architect & Engineering (A&E), Supplemental Labor and IT Contracting** executes BPA’s acquisitions of Professional Services (lawyers, accountants, etc.); Supplemental Labor and IT. A&E, Supplemental Labor and IT Contracting also reviews and analyzes regulatory, and business requirements for purchasing policy implementation. For these areas of procurement, it identifies opportunities for reducing the vendor base to provide BPA with cost savings, and increased effectiveness through long-term contractual relationships. Also, it solicits proposals; and negotiates and awards contracts, securing the best value for BPA. In addition, it monitors contract performance and evaluates vendors to continuously supply the best and most cost-efficient services possible to client organizations.

3. **Engineered Materials** manages inventory, and awards and administers BPA procurements in the area of High Voltage Engineered Parts, Structures and Towers, that typically involves those materials that are high-dollar value items, or long-lead time items, or both. For these areas of procurement, Engineered Materials also identifies opportunities for reducing the vendor base to provide BPA with cost savings, and increased effectiveness through long-term contractual relationships. Also, it solicits proposals; and negotiates and awards contracts, securing the best value for BPA. In addition, this organization monitors contract delivery and quality performance, and evaluates vendors in order to continuously supply the best and most cost-efficient services possible to client organizations.

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The Engineered Materials also assures the availability of parts when and where needed to respond to system emergencies, planned maintenance, and construction projects, while maintaining reliability criteria standards. Additionally, it coordinates materials and equipment procurement strategies, purchases and manages inventory, coordinates capital construction material, tracks system equipment record (SER) equipment, and orders manufacturer instruction manuals.

4. **EF&W, Energy Efficiency (EE) and Technology Innovation (TI)** executes BPA’s acquisitions in the areas of EF&W Services, EE and TI to meet their contracting needs. For these areas of procurement, it also identifies opportunities for reducing the vendor base to provide BPA with cost savings, and increased effectiveness through long-term contractual relationships. Also, it reviews and analyzes regulatory and business requirements for purchasing policy implementation; solicits proposals; and negotiates and awards contracts, securing the best value for BPA. In addition, this organization monitors contract performance and evaluates vendors in order to continuously supply the best and most cost-efficient services possible to client organizations.

5. **Capital and Operation & Maintenance (O&M) Services** Purchasing executes BPA’s procurements in the areas of Construction Services, Facilities Services, and other Transmission Business Line Services. This organization also contains the Contract Management Office for the construction of the new transmission lines and substations to meet the growing demands of the public for increased 500 KV lines to transmit power. For these areas of procurement, it also identifies opportunities for reducing the vendor base to provide BPA with cost savings, and increased effectiveness through long-term contractual relationships. Also, it reviews and analyzes regulatory, and business requirements for purchasing policy implementation; solicits proposals; and negotiates and awards contracts, securing the best value for BPA. In addition, this organization monitors contract performance and evaluates vendors in order to continuously supply the best and most cost-efficient services possible to client organizations.

D. **Supply Chain Technology Services (SCS) organization** ensures that SCS uses the appropriate technology and utilizes that technology to its fullest. To this end, the organization provides the dedicated resources to analyze SCS’s technology needs and the use of technology as well as acting as a liaison with IT personnel in the maintenance and operation of technology and systems used in the Supply Chain process. Analysts in this organization are dedicated to the technology of specific Supply Chain functions, including warehousing, contracting, and e-commerce/e-business, and work toward implementing technology solutions that will improve process efficiency and support to client organizations. In addition, this organization manages the overall SCS Data Integrity/Stewardship Program; coordinates the technology training required by SCS and Agency employees who interact with SCS or are integral to SCS processes; provide

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administrative support for the updating and use of SCS-specific technology; and provide a Project Manager to represent SCS in the management of any technology-related SCS projects.

Supply Chain Technology Services Support organization provides the administrative support necessary to maintain and update current technologies and systems being used by SCS. Primarily the catalog and vendor file in today’s environment. Additionally, this organization provides support for process documentation to accommodate OMB Circular A 123 requirements, and administration of BPA’s P-Card program.

5. Work Place Services

Workplace Services is responsible for overall agency direction, strategic planning, management and governance of facilities, asset management, and facilities maintenance and operations, space management, printing services, mail services, and office services. The Facilities Management Officer (FMO) has the overall responsibility and accountability for the agency office facilities strategic planning and facilities (nonelectric) asset management programs. This includes establishing the business strategic objectives, financial targets, and performance standards in alignment with the agency’s strategic direction and the agency Asset Management Council. The FMO provides oversight and management of the program implementation.

A. **Facilities Operations** is responsible for planning, and operations and maintenance to ensure a safe, reliable, and productive environment in the GSA-delegated headquarters office facility in Portland; the light industrial and office facilities located at the Ross complex and the Portland airport hangar; and all commercially leased office space throughout the BPA region. Several of these locations house mission critical office space such as the headquarters Power Scheduling function, the Dittmer Control Center, and business critical data centers to support the agency’s computer information systems. This organization reviews and evaluates facilities within their area of responsibility and develops and implements options that meet strategic agency requirements including the federal initiatives and mandates for sustainability.

Facilities Operations serves as the agency expert for implementing federal office facility regulations and establishing agency standards for facility related activities. Facilities decision making is based on agency business strategy, utilization of the agency risk model assessments, and accepted financial analysis to ensure the best value for BPA. Business cases are developed and submitted to Facilities Asset Management to be incorporated into the agency Facilities Asset Management Plan based on Facilities Operations’ strategic plans. Approved facility related projects are the direct responsibility of this organization. Complex projects often require various types of engineering and architectural expertise.

Facilities Operations supplements its workforce to design, implement, and commission complex projects by requesting expertise from Transmission’s Engineering and Field

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Services organizations, Facility Asset Management and/or by contracting services of expertise. Facilities Operations is responsible for the collaborative development and implementation of emergency response processes in order to mitigate facility system failure or downtime. This organization coordinates with Transmission and Power Services and other corporate entities to ensure mission and business critical tenants within their jurisdiction realize no loss of productivity and revenue while ensuring that upgrades and new buildings and/or systems are compatible with other systems and meet agency standards, building codes and tenant requirements.

Ross Facilities operates and maintains the office and light industrial facilities, buildings and grounds located at the Ross Complex in Vancouver, Washington, and the Portland BPA hangar. Functions include day-to-day building and site operations, maintenance and improvements; facilities project oversight and implementation located on the Ross Complex or Portland BPA hangar; condition assessments and long-term facilities planning, food services contracts; traffic patterns and regulations; and general facility support.

B. Facilities Asset Management is responsible for overall strategic planning and direction, governance, and oversight of the agency’s facilities in support of the agency asset management program. This includes agency program planning and oversight, development of policy and guidance, establishment of condition assessment criteria, project prioritization, financial management, technical oversight and support, development and implementation of facility standards, and performance analysis and reporting. This organization is comprised of a cadre of technical specialists and recognized experts in the area of facilities asset management and project management.

Facilities Asset Management is responsible for establishing clear BPA strategic direction and development of an integrated plan and policies relating to the assessment and operations and maintenance of BPA facilities and the multi-year budget to systematically prioritize the management of those facilities based on the suitability of the facility to the required functions housed within that facility. As part of this responsibility, Facilities Asset Management establishes agency facility assessment and project prioritization criteria, specific facility condition assessment information such as buildings, HVAC systems, roofs, grounds, water and sewer systems, and other repair or maintenance elements. This organization tracks facility performance, evaluates and designs methods for prioritizing facility-related spending, monitors facility capabilities and evaluates risks to ensure facilities are managed in a manner consistent with BPA priorities and managed to building code compliance.

Facilities Asset Management is also responsible for staying abreast of new developments to ensure program planning, approaches, and decisions reflect the latest thinking in the areas of engineering and project management. This organization performs critical analysis, financial cost studies, and evaluates the ramifications,

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advisability and impact of large engineering or facilities construction projects such as modification of major facilities or systems.

In addition, this organization is responsible for developing and maintaining collaborative partnerships within Transmission Services and the Asset Management Committee and leading the agency decision process, facility standards, and Facilities Asset Management Plan regarding nonelectric facilities projects, operations and maintenance, and investments. The Facilities Asset Management Plan requires close coordination with Transmission Services organizations in the areas of architecture, engineering, project management, and field facilities support to ensure adequate resources are available and needs are identified to successfully develop and implement the agency Facilities Asset Management Plan.

C. **Operations and Planning** is responsible for establishing policy, standards, and metrics for the office services program, mail services and printing services for the agency. The office services program includes the transportation program and subsidies, parking, conference room scheduling, the office supply program, non-IT office equipment program, delivery and receiving, motor pool and valet parking. Operations and Planning supports Workplace Services business operations planning and reporting, process improvement analysis, client strategies and feedback.

Printing and Mail Services establishes agency policy and direction and delivers printing and reproduction services in accordance with the Government Printing Office regulations. Printing and Mail Services also provides bindery services, scanning, engineering records management, and self-service photo archiving. Printing and Mail Services is responsible for establishing agency policy and procedures for mail handling including safe mail handling, processing and delivery, and mail addressing standards based on federal mail regulations. This organization provides agency mail list creation and maintenance, graphic production support and CD duplication services.

D. **Space Management** is responsible for the management and administration of all interior office space design, move services, ergonomics and furniture acquisitions at BPA. This function analyzes office and light industrial space requirements, evaluates space use, and coordinates with other service providers (e.g., network, desktop services, phone, facilities operations) to move staff within BPA owned and leased office facilities. Space Management develops BPA space and furniture standards and related policies.

6. Security and Emergency Response

Security and Emergency Response is dedicated to the protection of BPA’s workforce, its operational systems, and the overall critical physical assets used to reliably carry out its mission for the citizens of the Pacific Northwest. This organization assists BPA’s headquarters and field organizations with strategies and logistics in achieving adequate security, supports response readiness in preparation for major disruptive events, and helps to offset the Agency’s security and emergency response risks. Major support services include

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assessments, evaluations and recommendations for improvements in overall security within the BPA administrative, informational, operational and maintenance programs.

Security and Emergency Response provides emergency response and planning actions in coordination with the agency’s Business Continuity program. In addition, it integrates security system performance evaluations, budget coordination for security enhancements, compliance determinations, contract management of security service contractor organizations, administrative processing of background inquiries and federal badging standards, crisis intervention, crime witness program management and follow-up investigations to security incidents.

Security and Emergency Response provides policy consultation and direction, interpretation of various security requirements and guidelines, and supports the implementation of security program measures based on Executive Orders, other laws, administrative rules and directives required under Department of Energy (DOE), Department of Homeland Security (DHS), North American Electric Reliability Corporation (NERC) Critical Infrastructure Protections (CIP) standards, including risk mitigation needs as prescribed by risk assessments of BPA’s critical infrastructure assets.

Security and Emergency Response also serves as a regional/national lead for critical infrastructure protection, providing subject matter experts towards regional disaster resiliency (emergency response planning, and exercises). To accomplish this, the organization provides liaison support for BPA’s integration of security systems and programs with agencies and organizations within the Federal Columbia River Power System (including Corps of Engineers, Bureau of Reclamation), overall public and private utility organizations within the Pacific Northwest, including partnerships with infrastructure protection representatives involved with DOE, DHS, NERC, Western Electric Coordination Council, and various emergency response organizations such as other federal, state, county and local Agencies.

7. Review

BPA Functional Statements are reviewed and updated as required due to change in delegations of authority, statutory changes, or organizational changes.

8. Revision History

Version	Issue Date	Description of Change
2	4/30/2015	Migrated to BPA Policy Template
3	4/31/2016	Updated due to HCM re-org

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