OPERATING PLAN
for the
Office of International
Health Programs

November 1996

U.S. Department of Energy
Office of Environment, Safety and Health
Germantown, Maryland 20874-1290

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<table>
<thead>
<tr>
<th>CONTENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>DIRECTOR'S MESSAGE</td>
</tr>
<tr>
<td>INTRODUCTION</td>
</tr>
<tr>
<td>MISSION</td>
</tr>
<tr>
<td>PROGRAM AREAS</td>
</tr>
<tr>
<td>CORE VALUES</td>
</tr>
<tr>
<td>CODE OF CONDUCT</td>
</tr>
<tr>
<td>STRATEGIC OUTLOOK</td>
</tr>
<tr>
<td>STRATEGIC VIEW</td>
</tr>
<tr>
<td>STRATEGIC RESPONSE</td>
</tr>
<tr>
<td>ORGANIZATIONAL STRUCTURE</td>
</tr>
<tr>
<td>OFFICE STRATEGIES FOR FISCAL YEAR 1997</td>
</tr>
<tr>
<td>PROGRAM AREAS, ACCOMPLISHMENTS, AND SPECIFIC GOALS FOR FISCAL YEAR 1997</td>
</tr>
<tr>
<td>EUROPE</td>
</tr>
<tr>
<td>JAPAN</td>
</tr>
<tr>
<td>MARSHALL ISLANDS</td>
</tr>
<tr>
<td>ADMINISTRATION</td>
</tr>
<tr>
<td>OPERATIONS REVIEW CYCLE</td>
</tr>
<tr>
<td>OVERVIEW</td>
</tr>
<tr>
<td>STAFF</td>
</tr>
<tr>
<td>UNIQUE CAPABILITIES</td>
</tr>
<tr>
<td>BIOGRAPHIES</td>
</tr>
<tr>
<td>DIRECTORY</td>
</tr>
<tr>
<td>ADDENDUM</td>
</tr>
</tbody>
</table>

iii
DIRECTOR'S MESSAGE

One year has passed since we issued the office's 1996 Operating Plan. It was an excellent first office-wide product, identifying who we were, what we believed in, and where we wanted to take the organization.

We accomplished many of the goals we set for ourselves in 1996. These collective achievements, a direct result of your individual hard work and diligence, are presented in the following pages for all to see. You each should be proud of yourselves.

I believe that this 1997 Operating Plan is well thought out and reflects the realities under which we operate. Together, I look forward to meeting the challenges 1997 will bring with the same enthusiasm, professionalism, and teamwork that has typified our work together to date. I wholeheartedly believe that 1997 will bring each of us and our office continued success.

Frank Hawkins

[Signature]

Frank Hawkins
INTRODUCTION

One year ago, the Office of International Health Programs provided you with our 1996 Operating Plan, which defined our ideas and ideals for conducting business in 1996. We have again this year undertaken an intensive planning effort, first reviewing our accomplishments and shortcomings during 1996, and then developing plans and priorities for the upcoming year, taking into account input from customers and outside review panels, and ensuring that the demands on the office have been balanced with anticipated human, financial, and material resources.

MISSION

The Office of International Health Programs provides management and financial support for international programs concerned with the health effects of radiation and related environmental hazards.

PROGRAM AREAS

Program areas include—

- **Europe Program** (Studies in Ukraine, Belarus, Russia, and Spain);
- **Japan Program** (Support of the Radiation Effects Research Foundation in Japan);
- **Marshall Islands Program** (Medical surveillance and environmental monitoring in the Marshall Islands); and
- **Administration** (Management support common to the Europe, Japan, and Marshall Islands programs and the Department of Energy Post-doctoral Fellowship Program).
CORE VALUES

One-word descriptors that clarify our core values follow—

- Character
  - Open
  - Ethical
  - Empowered
  - Trustworthy
  - Concerned

- Competence
  - Innovative
  - Creative
  - Leading
  - Visionary

- Commitment
  - Customer-oriented
  - People-oriented
  - Team-oriented
  - Accountable

CODE OF CONDUCT

We have committed to conduct ourselves based on the principles of Stephen Covey's *Seven Habits of Highly Effective People*, as indicated below—

- Take personal responsibility;
- Begin with the end in mind;
- Put first things first;
- Think win-win;
- Seek first to understand and then to be understood;
- Value the differences; and
- Take time to assess and renew.
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STRATEGIC OUTLOOK

STRATEGIC VIEW

The end of the Cold War has presented the Department of Energy with a new set of challenges, both domestically and internationally, including: the nonproliferation and dismantling of nuclear weapons; the cleanup and remediation of the radiological contamination of nuclear weapons production facilities and surrounding sites; the declassification and disclosure of documents and information; the continuation of fundamental and applied biomedical research; and the health and environmental consequences of exposure to ionizing radiation as a result of nuclear accidents in foreign countries. Each of these challenges must be met during an era of fiscal frugality and responsibility.

STRATEGIC RESPONSE

Limited funding will be the greatest single impact on the ability of the office to carry out our mission in 1997. To meet our challenges under these fiscal restraints, the Office of International Health Programs will continue to refine our mode of operating. We are committed to remaining flexible in our approaches to carrying out our mission, while maintaining our focus on our long-term goals. Our efforts will include finding ways to better leverage available funds, conduct work more efficiently, and make full use of available extensive scientific, managerial, and administrative talent. Additionally, in order to measure our performance and that of the projects that we support, we will incorporate benchmarking in all our activities.

To facilitate effective use of our resources, we have developed and implemented—

- A defined office structure (see page 4);
- General office strategies and specific program goals (see pages 5-7);
- An Operations Review Cycle (see page 18-21), which includes an annual external review of office programs by an ad hoc advisory committee; and
- Uniform reporting requirements (see page 29).
The office uses a matrix-management approach. Though each staff member is assigned to a primary program, office needs will call upon each to provide expertise and support in the other areas. Capabilities of each staff member are indicated in the biographies (pages 23-27).

PM - Program Manager (primary contact for each program)
OFFICE STRATEGIES FOR FISCAL YEAR 1997

The office's general strategies are listed below. These strategies are linked to our mission and to program-specific goals, which are described in the next section.

1. Leverage Assets to Achieve Optimum Results.

We are committed to investing our assets in the most productive and effective manner, through—

- funding the highest quality scientific projects, as determined through peer review, annual internal and external assessments of the value and productivity of the projects, and regular use of performance measures;

- collaborating with Government agency supporters and foreign entities to ensure wide scientific participation in all studies;

- facilitating the development and administration of national and international agreements to support critical radiation health effects research; and

- focusing research studies to ensure resulting information fills gaps in knowledge and does not duplicate efforts.


We will continue—

- developing mechanisms to share database information and current capabilities to collect and analyze data;

- improving the effectiveness of existing processes and procedures;

- coordinating efforts, through regular interaction with customers and suppliers, to meet common goals and to measure our success at meeting those goals; and

- ensuring that appropriate mechanisms for reviewing and reporting information are being followed for all projects.

We will continue to do this by—

- making presentations about current program activities at professional society meetings;
- leading seminars for students and professionals at local universities, colleges, and special interest groups in the Washington, D.C., area;
- funding and managing a cooperative post-doctoral research fellowship program; and
- joining with other organizations to support training programs and to promote, through travel fellowships, young scientists' participation in scientific meetings.

4. Promote and Facilitate Technology Transfer.

We will continue—

- emphasizing research agendas that develop new tools; and
- supporting the transfer of proven tools to the commercial sector and to our customers.

5. Disseminate Scientific Information.

We will address this by—

- developing and distributing reports/manuals, publications, and other correspondence relevant to the mission; and
- conducting workshops/conferences/meetings.

6. Enhance Communications with the Public and the Media.

We will continue to promote communication by—

- disseminating accurate input to the Department's public affairs outreach and information capabilities;
- strengthening relationships with other organizations responsible for health issues, as well as with the public, to develop and promote common messages and understanding; and
- responding to the concerns of domestic and international media.
PROGRAM AREAS, ACCOMPLISHMENTS, AND SPECIFIC GOALS FOR FISCAL YEAR 1997

A description of each of the program areas, along with its customers and suppliers, selected fiscal year 1996 accomplishments, and selected fiscal year 1997 goals are outlined below.

EUROPE

Program Description: Currently, the Europe Program comprises projects in the countries of the former Soviet Union and a project in Palomares, Spain.

In the former Soviet Union, projects are sponsored under two committees—

- The Joint Coordinating Committee for Civilian Nuclear Reactor Safety (JCCCNRS), established through a bilateral agreement between the United States and the former Soviet Union to study the health effects of radiation following the Chernobyl disaster. After the breakup of the former Soviet Union, separate bilateral agreements were signed between the United States and Ukraine and Belarus, respectively.

- The Joint Coordinating Committee for Radiation Effects Research (JCCRER), which was created as a result of a bilateral agreement with the Russian Federation, following the breakup of the former Soviet Union.

Studies under the Joint Coordinating Committee for Civilian Nuclear Reactor Safety include studies of childhood thyroid cancer and other thyroid diseases in the population exposed to the Chernobyl fallout in Belarus and Ukraine, as well as studies of leukemia and cataracts in the Chernobyl liquidators located in the Ukraine.

Pilot studies authorized in 1994 by the Joint Coordinating Committee for Radiation Effects Research are currently underway to determine the health effects of chronic exposure to low levels of radiation on both the population and workers in the radioactively contaminated region of the southern Urals, the site of the Mayak weapons production facility.

The Palomares, Spain, project is the result of the Hall-Otera Agreement between the United States and Spain to followup on the sequelae of a non-nuclear explosion of two nuclear weapons dropped during a mid-air collision in Palomares in 1966. Over
the years, the U.S. Government has provided technical and scientific assistance to Spain for the medical followup of residents of Palomares, as well as environmental monitoring of radioactive contamination.

Customers and Suppliers:

Customers include: the Department of State; Congress; the European Commission; and the public.

Suppliers include: the Oak Ridge Institute for Science and Education; the Lawrence Livermore National Laboratory; the Inhalation Toxicology Research Institute; the National Cancer Institute; American universities; Ukrainian, Russian, and Belarusian scientific and governmental institutions and universities; the European Commission; and the Spanish Ministry of Industry and Energy.

Selected Fiscal Year 1996 Accomplishments:

- Restructured the Joint Coordinating Committee for Civilian Nuclear Reactor Safety programs, to ensure greater efficiency and flexibility;

- Worked with scientists and Government officials in Ukraine and Belarus to establish four new funding agreements supporting thyroid, leukemia, and cataract studies related to the Chernobyl incident;

- Worked with Department of Energy contractors to ensure the purchase and delivery of equipment and supplies to support thyroid studies in Belarus and Ukraine;

- Disseminated information to the public, through the media, regarding scientific advances during the decade following the Chernobyl accident;

- Approved the first long-term project under the Joint Coordinating Committee for Radiation Effects Research and began review and revision of the remaining projects;
Established a new Scientific Review Group for the Joint Coordinating Committee for Radiation Effects Research, which reviewed the first long-term proposals submitted to this coordinating committee;

Established the U.S. component of the Public Involvement Sharing and Information Group for the Joint Coordinating Committee for Radiation Effects Research;

Completed the review of feasibility studies, long-term proposals, and the restructuring of the American Joint Coordinating Committee for Radiation Effects Research;

Re-evaluated our funding mechanisms relating to the Palomares incident and drafted a new funding arrangement, which includes a provision to undertake long-range strategic planning with the Spanish Government; and

Co-sponsored, with the American Association for the Advancement of Science, international travel fellowships to mentor and promote the advancement of young radiation health scientists.

Fiscal Year 1997 Program Goals Include the Following:

Implement a new interagency agreement with the National Cancer Institute for co-sponsored studies under the Joint Coordinating Committee for Civilian Nuclear Reactor Safety;

Transfer the Health and Environmental Effects of the Chernobyl Accident (Working Group 7) activities, under the Joint Coordinating Committee for Civilian Nuclear Reactor Safety that are currently conducted in the Russian Federation to the auspices of the Joint Coordinating Committee for Radiation Effects Research;

Plan and conduct Joint Coordinating Committee for Radiation Effects Research and Executive Committee meetings in October 1996 (Russia) and in 1997 (United States), with the goal of coming to agreement with the Russians on measures to increase success of the jointly funded scientific projects, including: budgetary guidelines and improved communications strategies (e-mail and internet/home page);

Together with the Russian members of the Joint Coordinating Committee for Radiation Effects Research Public Involvement Sharing and Information Group, develop and implement an action plan for working together to keep the public informed;
Conduct meetings of the Scientific Review Group for Department of Energy-funded work under the Joint Coordinating Committee for Radiation Effects Research, to review progress of projects and revised proposals;

Based on recommendations of the Russian and American review groups, facilitate improved definition of the scope, priorities, and feasibility of new and revised long-term projects under Directions 1 and 2 of the Joint Coordinating Committee for Radiation Effects Research; and develop mechanisms for coordination and integration of projects involved with dose reconstruction, epidemiology, and data preservation;

Investigate and develop more efficient mechanisms for transfer of funds to foreign scientists; and

Sign new funding agreement with Spanish authorities relating to the Palomares incident.

JAPAN

Program Description: The Atomic Bomb Casualty Commission was established in 1946 to investigate the effects of radiation exposure in survivors of the atomic bombings in Hiroshima and Nagasaki. In April 1975, the Radiation Effects Research Foundation was established as full successor to the original Commission and was designated to continue the research according to an agreement between the Governments of the United States and Japan. The Act of Endowment states that the objective of the Foundation is "to conduct research and studies, for peaceful purposes, on the medical effects of radiation on man and on diseases which may be affected by radiation, with a view to contributing to the maintenance of the health and welfare of atomic bomb survivors and to the enhancement of the health of all mankind." The National Academy of Sciences acts as scientific and administrative liaison between the Department and the Radiation Effects Research Foundation.

Annual funding for these studies is provided by the Government of Japan, through the Ministry of Health and Welfare, and by the U.S. Government, through the Department of Energy. The U.S. Government's support of the Foundation and its mission is reflected in the one-third of a billion dollars contributed by the Department and its predecessor agencies since inception of the studies by the Atomic Bomb Casualty Commission.
Customers and Suppliers:

Customers include: the Japanese Ministry of Health and Welfare; Congress; the Department of State; survivors; and the scientific community.

Suppliers include: the National Academy of Sciences; the Radiation Effects Research Foundation; the Radiation Effects Research Foundation Science Council; the Radiation Effects Research Foundation Board of Directors; and the Department of State.

Selected Fiscal Year 1996 Accomplishments:

- Negotiated a new 5-year funding arrangement with the Japanese Ministry of Health and Welfare, saving the U.S. Government $35 million over the 5-year period;

- Tasked an International Blue Ribbon Panel of distinguished scientists with the first external comprehensive review of Radiation Effects Research Foundation programs in 20 years, providing recommendations for the future direction of the Foundation;

- Increased communication and interaction with the National Academy of Sciences, working as partners to resolve funding, management, and personnel issues;

- Developed 5-year agreement, focusing on financial accountability, contract administration, and strategic planning, with National Academy of Sciences, which will continue its role as scientific and administrative liaison between the Radiation Effects Research Foundation and the Department of Energy;

- Developed a new statement of work for the National Academy of Sciences reflecting a Department of Energy/National Academy of Sciences team approach and outlining joint goals for the upcoming year; and

- Developed and implemented U.S. strategy to support atomic bomb dosimetry, leveraging assets by co-funding these studies with the Department of Defense.
Fiscal Year 1997 Program Goals Include the Following:

- Work with National Academy of Sciences to—
  - Conduct strategic planning to clearly define National Academy of Sciences - Department of Energy interactions and ways of doing business for the next 5 years, including roles and responsibilities and specific goals for current and upcoming years;
  - Develop and implement short- and long-term communications plans on Radiation Effects Research Foundation-related issues and activities, including activities for the 50th year anniversary of the Atomic Bomb Casualty Commission; and
  - Develop, along with the Ministry of Health and Welfare and the Radiation Effects Research Foundation, a shared position on the implementation of Blue Ribbon Panel recommendations, in light of funding realities.

- Work with the Ministry of Health and Welfare to—
  - Develop, along with the National Academy of Sciences and the Radiation Effects Research Foundation, a shared position on the implementation of Blue Ribbon Panel recommendations;
  - Ensure the maintenance of a viable atomic bomb dosimetry funding and research strategy;
  - Implement the joint funding arrangement agreed to in June 1996; and
  - Begin developing a long-term funding and management strategy.

- Work with the Radiation Effects Research Foundation to—
  - Develop, along with the Ministry of Health and Welfare and the National Academy of Sciences, a shared position on the implementation of Blue Ribbon Panel recommendations; and
  - Explore and implement new mechanisms for communication.
MARSHALL ISLANDS

Program Description: The Department is mandated by U.S. Public Law to provide medical surveillance and care, environmental monitoring and characterization, and dose assessment for the peoples of the Marshall Islands. The Department provides the latest and most up-to-date technologies, methodologies, and procedures to assist in treating possible radiogenic diseases that may arise in the exposed populations of Rongelap and Utirik atolls. The Department also provides assistance to aid the four affected atolls of Bikini, Enewetak, Rongelap, and Utirik in their efforts to resettle these atolls.

Customers and Suppliers:

Customers include: the Government of the Republic of the Marshall Islands; the Department of the Interior; the Department of State; and congressional staff.

Suppliers include: the Brookhaven National Laboratory; the Lawrence Livermore National Laboratory; the Bechtel Nevada Corporation; the Nevada Operations Office; and the National Institute of Science and Technology.

Selected Fiscal Year 1996 Accomplishments:

- Negotiated and signed the first Government to Government communiqué, outlining a path forward to address the Marshallese' program concerns;
- Created a world-wide web location to provide ready electronic access for the first time to Marshall Islands medical surveillance and care program documents;
- Transferred hard copy and electronic Marshallese patient records to Marshallese medical health care authorities;
- Enhanced communication and coordination with Marshallese officials and dignitaries, and program officials from the Department of State and the Interior, through increased teamwork and more frequent and open interactions;
- Began transitioning the operations of the Department of Energy field station at Bikini to the Marshallese;
- Established a land-based whole body counting facility for dose assessment at Enewetak;
Conducted two medical surveillance and care missions; two radiological environmental monitoring and characterization missions; and two dose assessment visits;

- Reached agreement with the U.S. Army to augment logistical support and enhance program capabilities; and

- Initiated development of a new dose assessment analytical technique to reduce program costs and enhance radiological monitoring activities.

Fiscal Year 1997 Program Goals Include the Following:

- Develop and implement a plan to enhance logistical support for the medical surveillance and care visits in a time of increasing fiscal limitations;

- Work collaboratively with Marshallese authorities to develop a shared vision and make joint program decisions and plans for the upcoming year;

- Develop and implement a system to share medical and patient referral records with the Marshallese operated health care program; and

- Locate and release documents on health effects and impacts of the U.S. nuclear weapons testing program in the Marshall Islands.

ADMINISTRATION

Program Description: Administration is responsible for management functions critical to the smooth operation of all three technical program areas. Included among these functions are: strategic planning, process improvement, performance indicators, budget oversight, training coordination, graphics, travel administration, meeting logistics, electronic data management, and administration of the Department of Energy Health Effects Post-doctoral Fellowship Program.

Selected Fiscal Year 1996 Accomplishments:

- Conducted organizational design and planning, resulting in a comprehensive 1996 Operating Plan for the office;

- Issued the 1996 Operating Plan and conducted the first annual customer meeting on February 1, 1996;
- Developed mechanisms for improved interactions with customers, including the customer survey;

- Developed, with each staff member, a comprehensive 1996 Individual Performance Agreement, including: a clearly-defined individual mission; a specific list of expected products and outcomes during 1996; an updated position description; uniform performance elements and standards; and an individual development plan;

- Began implementing the Operations Review Cycle (see pages 18-21);

- Developed and implemented an office monthly morale survey;

- Provided support for meetings and workshops and developed an integrated meeting and workshop schedule for all staff;

- Developed and implemented an office-wide budget tracking system;

- Developed and implemented an office manual outlining processes and procedures;

- Developed and piloted a new Electronic Data Management System, for electronic access to program documents by staff, customers, and suppliers;

- Established World Wide Web home page;

- Developed performance indicator process and began implementing performance indicators specific to each program; and

- Designed the Department of Energy Radiation Health Effects Post-doctoral Fellowship Program and solicited applications from institutions of higher learning to manage the program.

**Fiscal Year 1997 Program Goals Include the Following:**

- Develop 1997 Individual Performance Agreement with each staff member;

- Coordinate the full implementation of the Operations Review Cycle, including an ad hoc scientific review panel to assess all office programs, as well as meaningful performance indicators (see pages 18-21);
- Continue to develop better mechanisms for interaction with customers and suppliers;

- Develop additional Office of International Health Programs' processes and review and improve existing processes;

- Continue to strengthen and implement all aspects of information transfer, including the World Wide Web home page and the Electronic Data Management System;

- Provide support for meetings and workshops, and coordinate the Office of International Health Programs annual update for meetings and workshops;

- Monitor office expenditures to ensure they are within budgetary limits;

- Work with the European Commission to establish a shared vision and plan for collaborative studies in radiation research, including the cross-validation of dosimetry techniques; and

- Develop a Department of Energy strategy to support critical dosimetry studies, leveraging assets by co-funding these studies with other agencies whenever possible.
OPERATIONS REVIEW CYCLE

OVERVIEW

Each year, the Office of International Health Programs conducts a comprehensive operations review. This purpose of the review is to—

- ensure the effectiveness of office programs;
- maintain customer focus; and
- establish priorities and resource needs.

The figure, "Operations Review Cycle," illustrates the annual process. A brief overview, including timeframes, is provided below.

1. Full Solicitation for Specific Proposals.

Every year, between October 1 and January 31, the office—

- reviews pre-proposals for projects to begin one year out; and
- requests full proposals from those who have submitted pre-proposals that are accepted.

2. External Review.

Every year, between February 1 and March 31, a group of outside experts from the scientific community—

- reviews proposals for scientific merit;
- reviews ongoing projects supported by the office, focusing on:
  - the scientific merit of the projects;
  - the effectiveness of contractors and grantees in achieving project goals and milestones;
  - the effectiveness of the office in overseeing the projects and meeting customer needs; and
  - the appropriateness of the funding distribution.
develops specific recommendations for the upcoming year regarding:

- ongoing projects that should continue to be supported and new projects that should be undertaken;
- funding priorities for ongoing and new projects;
- ways to enhance scientific merit of ongoing projects; and
- measures for improved program oversight.

makes general recommendations for the following 2 to 5 years regarding:

- funding priorities for ongoing projects; and
- considerations for new projects.

3. Customer/Supplier Focus.

From April 1 through May 15 of each year, the Office of International Health Programs—

- solicits customer input on efficient and effective ways to meet their needs, through a customer satisfaction survey, telephone interviews, and face-to-face meetings;

- works with customers to review external performance indicators and to modify the indicators, as necessary, to ensure they provide valid measures of the office's work status and progress; and

- reviews submissions from customers receiving funding from the office, including semi-annual progress reports for the current year, as well as preliminary budget requests and any recommendations for funding strategies for the upcoming year (see addendum for sample formats for the budget request and progress report).

4. Internal Planning.

From May 15 through July 31 of each year, the office—

- evaluates the results of the External Review and Customer/Supplier Focus processes, as well as information coming from benchmarking exercises conducted during the year;

- reviews, using outside experts, unsolicited proposals for new work for the upcoming year;
conducts an intensive self-assessment, during which the plans and priorities for the upcoming year are developed and demands on the office balanced with the anticipated human, financial, and material resources; and

reviews and modifies, as necessary, internal performance indicators, to ensure the indicators provide valid measures of the office's programs.

5. Alignment.

From August 1 through September 30 of each year, the office—

- communicates its direction and resource capabilities for the upcoming year to customers and suppliers;
- works with suppliers to finalize their funding and work plans;
- completes the annual Operating Plan and makes the plan available to customers and suppliers;
- schedules the annual meeting with customers and suppliers to discuss the Operating Plan and specific goals and program activities for the year ahead;
- evaluates how much funding it anticipates having one year out to support new work and the types of work it plans to support; and
- solicits pre-proposals from labs and private industry for projects beginning one year out.

6. Ongoing Activities.

Throughout the year, we will—

- benchmark other high performing organizations and businesses;
- review the progress of ongoing projects; and
- review unsolicited proposals for new work. (In general, unsolicited proposals for the upcoming year should be submitted by May 1.)
Operations Review Cycle

Full Proposal Solicitation 10/1-1/31

- review preproposals and request full proposals

Semi-Annual Progress Reports Due 10/15

October

- communicate resource capabilities and direction to customers
- review and approve funding and work plans
- complete Operating Plan
- schedule annual customer meeting
- solicit preproposals

Administration

Europe

Marshall Islands

Japan

December

External Review 2/1-3/31

- review proposals
- review ongoing projects
- make recommendations

March

- solicit customer & supplier input
- review internal performance indicators with customers
- review suppliers' performance indicators
- request work proposals and progress reports

Semi-Annual Progress Reports and Annual Work Proposals Due 4/15

- evaluate results from external review and customer/supplier input processes
- review, using external expertise as appropriate, unsolicited proposals
- conduct self-assessment
- plan for upcoming year

July

Internal Planning 5/16-7/31

*EH-63 is responsible for conducting all processes except External Review. The External Review will be conducted by an outside group of experts.
STAFF

UNIQUE CAPABILITIES

The Office of International Health Programs' staff members are accomplished and experienced. As a group, we possess—

- Expertise in a variety of scientific disciplines relevant to the mission of the office;

- Experience in scientific research or health regulation in a number of Federal agencies;

- Advanced degrees in basic sciences, public health, and international business;

- Ties to the scientific community through:
  - adjunct appointments at medical schools and universities,
  - serving as officers and members of scientific societies, and
  - participating in the peer-review process for other organizations;

- Diverse cultural backgrounds;

- Fluency in a number of languages; and

- A well-developed network comprising excellent scientists at national laboratories and universities.

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<tr>
<td>Public Health</td>
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<td>Radiobiology</td>
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22
BIOGRAPHIES

SUE A. ANDERSON, MANAGEMENT ASSISTANT, has worked at Department of Energy since 1989 and with the Office of International Health Programs since its formation in 1994. Ms. Anderson provides support to the office in terms of preparing travel and correspondence; developing staff presentations; arranging and coordinating workshops, meetings, and conferences; managing and maintaining the performance agreement system; providing technical editing services; and managing the office action-item tracking system for correspondence and actions due. Her previous work at the Department includes serving as a secretary in the Office of Occupational Medicine and Medical Surveillance, the Office of Epidemiologic Studies, and the Office of Health and Environmental Research.

NEIL M. BARSS, M.S., RADIATION SCIENCES, has 18 years of experience in health physics and radiation protection. As a member of the Marshall Islands Program, Mr. Barss supports and performs technical and management tasks related to program operations and advises program managers on matters relevant to health physics and radiation protection. Prior to his employment at Department of Energy in 1990, Mr. Barss worked as a health physicist for technical and programmatic radiation protection implementation at the University of Illinois, as a radiological engineering specialist at the Clinton Nuclear Power Station, and as a health safety specialist with the State University of New York at Buffalo. Mr. Barss received a B.A. in Radiation Biology from the State University of New York at Buffalo, and an M.S. in Radiation Sciences from Georgetown University.

R. THOMAS BELL, M.S., PHYSIOLOGY AND BIOPHYSICS, is a health physicist with 33 years of experience in radiological control, radiological health, and ionizing radiation health effects applications and programs. As the Marshall Islands Program Manager, Mr. Bell coordinates and facilitates the programs that are dedicated to providing the Government of the Republic of the Marshall Islands special medical care for exposed populations; environmental monitoring of contaminated atolls; and mitigation strategies and techniques to assist in the resettlement of Marshall Islands populations whose homelands are still residually contaminated from fallout from the U.S. atmospheric nuclear weapons tests. He assists the office in developing dose reconstruction capabilities and dose assessment techniques that help to reduce uncertainties as to dose received. Mr. Bell’s previous experience in radiation effects and control includes active duty U.S. Navy assignments in these disciplines while serving as a Medical Service Corps officer. Mr. Bell received his B.S. in Biology from Denison University and his M.S. in Physiology and Biophysics at the Georgetown University.

MOHANDAS BHAT, D.D.S., DR.P.H., is Science Advisor on the Europe Program. He joined the Department of Energy in 1994. Dr. Bhat has a broad background,
training, and many years of experience in various health disciplines, including
dentistry, orthodontics, public health, epidemiology, and medical informatics. He is
also fluent in Portuguese and Hindi. His clinical, teaching, research, and
administrative experience includes serving in various capacities on dental school
faculties in India, Brazil, and the United States. He has been a consultant for Project
HOPE in Brazil, Colombia, and Portugal, as well as a consultant for the Pan
American Health Organization in Washington, D.C. Before moving to the
Department of Energy, Dr. Bhat served as an intramural researcher in the
Epidemiology and Oral Disease Prevention Program, and later as the Director of the
extramural program in Craniofacial Development and Disorders, at the National
Institute of Dental Research, National Institutes of Health. In addition to his degrees
in dentistry and orthodontics from India, Dr. Bhat has Master's level training in Public
Health and Medical Informatics from the University of Pittsburgh and Case Western
Reserve University, respectively. He also holds a Doctorate in Public Health from the
University of Michigan.

ANN M. ECTON, MANAGEMENT ANALYST, began working at Department of Energy in 1992
and at the Office of International Health Programs in 1994. As the office's
Management Analyst, Ms. Ecton is responsible for customer relations, performance
indicators (metrics), funding/budget oversight, training coordination,
grants/fellowships administration, speech writing, and graphics. She also leads the
office's efforts in strategic planning and process improvement. Ms. Ecton is actively
pursuing an Associate in Applied Science degree in Accounting/Business. Before
her employment at Department of Energy, Ms. Ecton worked in private industry as
an Office Manager.

BARRETT N. FOUNTOS, M.S., PREVENTIVE MEDICINE, has over 17 years of public and
private sector experience in occupational and environmental epidemiology. He
serves as Program Manager for radiation effects research projects related to
Belarus and Ukraine, France, Spain, and the European Commission, and he has
basic conversational skills in French, Spanish, and Greek. Prior to joining the Office
of International Health Programs, Mr. Fountos served as an epidemiologist in
Department of Energy's Office of Epidemiologic Studies where he facilitated
researcher access to site-specific data needed for conducting health studies at
former nuclear weapons facilities. Mr. Fountos developed regulations at the
Occupational Safety and Health Administration that protect workers from exposure
to toxic substances and at the Environmental Protection Agency that require the
testing of existing products for adverse health effects. His work also includes
designing a historical prospective study of former residents of a Superfund site in
Puerto Rico. Mr. Fountos received his Bachelor's degree in Biology from Case
Western Reserve University and his Master's degree from the Ohio State University
College of Medicine.
ELAINE K. GALLIN, PH.D., BIOLOGY, has 25 years of experience in biomedical research. As Deputy Office Director, Dr. Gallin is involved in both strategic planning and implementation of the programs and policies of the office. In addition to her management duties, Dr. Gallin provides the office with scientific expertise in the fields of biophysics, physiology, and radiobiology. Before joining the Office of International Health Programs in 1994, Dr. Gallin was the Head of the Division of Cellular Physiology at the Armed Forces Radiobiology Research Institute, where her primary research interest was in leukocyte biology and membrane biophysics. She is the author of numerous scientific papers and review articles in this field. Her varied experiences in scientific review include serving as a member of the Physiology Study Sections for the National Institutes of Health. Dr. Gallin served as a Congressional Science fellow in the U.S. House of Representatives and continues to play an active role in science policy issues. She received her M.S. and Ph.D. from the City University of New York in Biology and did postdoctoral fellowships in neurophysiology at Columbia University Medical School and the Johns Hopkins University Medical School.

CHERIE A. GIANINO, M.P.H., has 5 years of experience in public health and radiation safety. She serves as Program Manager for radiation effects research projects related to Russia, environmental security, and public awareness/involvement. Prior to joining the Office of International Health Programs, Ms. Gianino worked with the Office of Radiological Oversight and Radiological Technical Assistance. She traveled throughout the United States to Department of Energy facilities to assist in implementing radiological programs that support guidance and rules to enhance worker and public health protection from unwarranted exposure to radiation, radioactive materials, or contamination. Ms. Gianino received a Bachelor of Science degree in Nuclear Engineering from the University of Illinois and a Master's degree in Public Health from Johns Hopkins University.

FRANK HAWKINS, B.S., CIVIL ENGINEERING, Office Director, has over 20 years of management experience. His work has included nuclear facility construction, regulation, policy/standards development, and research program administration. In addition to working at Department of Energy, Mr. Hawkins worked for the Nuclear Regulatory Commission, Bechtel Power Corporation, and the Tennessee Valley Authority. Mr. Hawkins received his Bachelor of Science degree in civil engineering from the University of Missouri-Rolla. He is a registered Professional Engineer in the State of Illinois.

WILLIAM D. JACKSON, M.A., has more than 35 years of experience in international relations. For the past 15 years, Mr. Jackson has been stationed at Hickam Air Force Base, Hawaii, supporting the Department of Energy's logistical operations in the Central Pacific and Marshall Islands. For the last 4 years, he has served there as the Office of Environment, Safety and Health representative, and Program Liaison
Officer for the Marshall Islands Program. Fluent in several languages, including Marshallese, Mr. Jackson has an extensive cross-cultural and intergovernmental affairs background. Previously, he worked for the Department of Energy's Nevada Operations Office, handling logistical and operational planning functions for the Pacific medical, health science, and environmental programs, and emergency planning for Hawaiian area support. Mr. Jackson worked for more than 12 years in the Western Pacific for the Department of the Interior and the Trust Territory of the Pacific Islands Government as a community development officer, housing programs specialist, and as Federal Grants coordinator. He has also served and worked for the Peace Corps in the Caribbean and Africa.

RUTH NETA, PH.D., MICROBIOLOGY, IMMUNOLOGY, Senior Science Advisor, has 30 years of experience in immunology, hematology, endocrinology, and radiation biology. Since joining the office in 1994, Dr. Neta has provided the office with scientific expertise in the field of the health effects of ionizing radiation. Her responsibilities include ensuring high scientific standards for the existing projects and fostering development of innovative programs. Before joining the office, she spent 7 years at the University of Pittsburgh Medical School, and 12 years at the Armed Forces Radiobiology Research Institute, where she established a multidisciplinary program studying the role cytokines in protection and damage by radiation, of the immune, hematopoietic, gastro-intestinal and endocrine systems. These studies led to a number of findings of clinical utility. She has nearly 120 original publications and reviews in the fields of immunology, hematology, endocrinology, and radiobiology. She is an elected Fellow of the National Academy of Microbiology (1987), has served as a member of study sections and program review committees, as an officer of scientific societies, a member of editorial boards of scientific journals, and an Adjunct Professor at the Department of Microbiology, George Washington University Medical School. She speaks fluently in Russian, Polish, and Hebrew. Dr. Neta received her M.S. in Immunology from the University of Tel Aviv and a Ph.D. in Microbiology/Immunology from the University of Notre Dame.

JOSEPH F. WEISS, PH.D., with many years of experience in radiobiology and cancer research, is Program Manager for the Japan Program and for Department of Energy's Health Effects Postdoctoral Fellowship Program. Dr. Weiss worked for 20 years at the Armed Forces Radiobiology Research Institute, where he managed research projects in various areas, including radiation biochemistry, pharmacologic protection against radiation, biochemical and clinical indicators of radiation exposure, tumor markers, lipid peroxidation, and antioxidants. For a short time there, he also served as Research Requirements Administrator, promoting interaction between customer requirements and the bench scientist. His scientific publication endeavors include serving as co-editor of three books on radioprotection and treatment of radiation injuries and on the Editorial Board of the International
Journal of Radiation Biology. In addition, Dr. Weiss was on the faculty of New York University, where he did research on the biochemistry of brain tumors. His interest in this area developed from 2 years of postdoctoral training at the University of Milan and from his graduate research on cholesterol metabolism at Ohio State, where he received his M.S. and Ph.D. in physiological chemistry.

ELIZABETH P. WHITE, M.B.A., INTERNATIONAL BUSINESS AND MARKETING, has 7 years of work experience in human resources, training, and international program administration. Ms. White speaks Japanese and currently serves as a member of the Japan Program. She also supports office strategic planning, process improvement, and communications efforts. Her academic background includes an undergraduate degree from Bucknell University in Japanese and international relations and an M.B.A. in international business and marketing from Northwestern University.

JOY M. WILSON, MANAGEMENT ASSISTANT, began working at Department of Energy in 1995 and in the Office of International Health Programs in 1996. Mrs. Wilson provides support to the office in terms of preparing travel and correspondence, developing staff presentations, and arranging and coordinating workshops, meetings, and conferences. Before her employment with Department of Energy, Mrs. Wilson worked in private industry as an Office Manager.
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Office of International Health Programs, EH-63/270CC
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Germantown, Maryland 20874-1290

Facsimile Number
301-903-1413
ADDENDUM

Following are sample reporting formats for use in meeting Office of International Health Programs' reporting requirements. Questions regarding these reporting formats should be directed to Ann Ecton.
SAMPLE FORMAT

Annual Work Proposal
Office of International Health Programs (EH-63)
U.S. Department of Energy

Purpose: To describe work to be done in the next fiscal year submission - 3 copies

General Description of Work to be Performed (length - 10 pages at the maximum)

I. Concise Statement of Goals

II. Background (includes relevance to DOE programs)

III. Methods and Approach

IV. Milestones and Deliverables (include dates)

V. Suggested Performance Indicators

VI. References (Literature)

VII. CV's of Investigators (short 1-2 pages, if possible, including only relevant publications for the last 5-10 years)

VIII. Budget (see attached form)

IX. Addendum Containing Relevant Publication Preprints, et

X. Other Sources of Funding
   (title of project*, funding organization, and funding level)
   *if work overlaps with DOE supported work, include a copy of grant/contract that includes specific goals/milestones and budget information
# BUDGET REQUEST*

Office of International Health Programs (EH-63) Funded Projects/U.S. Department of Energy

Please include items requested in attachment 1.

<table>
<thead>
<tr>
<th>Project/Subproject Title:</th>
<th>Period of Support:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Institution:</td>
<td></td>
</tr>
<tr>
<td>Complete Address:</td>
<td></td>
</tr>
<tr>
<td>E-mail:</td>
<td></td>
</tr>
<tr>
<td>Telephone #:</td>
<td>Fax #:</td>
</tr>
</tbody>
</table>

Name of Principal Investigator:

Name of Contact Person:

<table>
<thead>
<tr>
<th>Requested Items</th>
<th>Est. Amt. in U.S. $$</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A. Itemize Equipment (if appropriate)</strong></td>
<td></td>
</tr>
<tr>
<td>Please list description of equipment (more than $5,000)</td>
<td></td>
</tr>
<tr>
<td>Please justify equipment purchase on separate page(s)</td>
<td>Subtotal&gt;</td>
</tr>
</tbody>
</table>

| **B. Supplies** | |
|-----------------| |
| Please identify and justify general supply categories on separate page(s) | Subtotal> |

<table>
<thead>
<tr>
<th><strong>C. Estimated Travel Costs</strong></th>
<th>Destination</th>
<th>Travel Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Please list names of travellers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Please report justification for travel on separate page(s)</td>
<td>Subtotal&gt;</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>D. Personnel Costs</strong></th>
<th>Percent Effort</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Personnel Costs</td>
<td></td>
</tr>
<tr>
<td>Please list names of staff members and milestones they will be working on</td>
<td></td>
</tr>
<tr>
<td>Please list duties of each staff on separate pages(s)</td>
<td>Subtotal&gt;</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>E. Other Costs</strong></th>
<th>(i.e. Publication/Info. Technology Costs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Please itemize these costs with explanations for each cost</td>
<td>Subtotal&gt;</td>
</tr>
</tbody>
</table>

| **F. Indirect Costs (i.e. institutional costs; subcontracts)** | |
|----------------------------------------------------------------| |
| Please itemize these costs with explanations for each cost | Subtotal> |

**Est. Total**

*Format for all Budget Request (invoice) submissions. If this form is not used with an Annual Work Proposal, it must include a summary of work to be done during the time period that the funds are requested for, and milestones/deliverables to be achieved.

**Categories that do not apply to your program, please state N/A.
SAMPLE FORMAT

Additional Justification for Budget Request Form

Office of International Health Programs (EH-63), Department of Energy
(Please attach to the Budget Request Form)

A. Requested Supplies

Please justify supply budget.

B. Requested Equipment

Please provide information on the cost of each piece of equipment and justify the need to purchase the equipment.

C. Requested Travel Budget

Please describe the purpose of each anticipated trip for the upcoming year, the number of people traveling, and the estimated cost.

D. Justify Personnel Working on Project

- name of individual
- percentage of time to be spent on project
- milestones to be worked on
- other sources of support

E. Explanation of Indirect Costs

Please provide a breakdown of all indirect costs. For subcontracts, include description of work to be done (milestones to be performed)²
SAMPLE FORMAT

Progress Report
Office of International Health Programs (EH-63), Department of Energy
Sample Format for Progress Reports,
to be submitted with the attached Financial Report Document,
estimated length 2-4 pages

Date: _____

Title of Project:

Principal Investigator:

Period Covered in this Report:

I. Summary of Work
One paragraph, summary of annual work proposal. If work has substantively changed,
please indicate changes, in more detail, and the date that these changes were agreed to
by EH-63 (if previous approval was obtained).

II. Milestones and Deliverables Accomplished During the Reporting Period
Please complete the following information for each milestone:

- Milestone (short summary of results and explanation of any deviations from plan)

- Deliverable(s) for Milestone

III. Other Relevant Information, Including Relevant Trip Reports, Obstacles to
Completion of Work Outlined in FY _____ Work Proposal; Unexpected Costs; etc.¹

IV. Publications and Preprints

Please provide a list of papers published or in press and/or formal presentations given on
this work. Reprints of papers would also be appreciated.
<table>
<thead>
<tr>
<th>Subtotal</th>
<th></th>
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<tbody>
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</table>

Please list the names of all members and the milestones on which they worked.

<table>
<thead>
<tr>
<th>Percent Effort</th>
<th>Personal Costs</th>
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</thead>
<tbody>
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</tbody>
</table>

Please list the names of travelers.

<table>
<thead>
<tr>
<th>Destination</th>
<th>Travel Dates</th>
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</thead>
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</table>

<table>
<thead>
<tr>
<th>Supplies (appropriate)</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
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<td></td>
</tr>
</tbody>
</table>

A. Equipment (if applicable)  

Required Items:  

- Name of Contact Person:  
- Name of Principal Investigator:  
- Telephone #:  
- Fax #:  
- E-mail:  
- Complete Address:  
- Institution:  
- Period of Support:  
- Project/Subproject Title:  

Date Prepared:

Office of International Health Programs (EH-69) Funded Projects/UV's Department of Nutrition

PROGRESS REPORT - FINANCIAL REPORTING FORMAT
PROGRESS REPORT - FINANCIAL REPORTING FORMAT
Office of International Health Programs (EH-63) Funded Projects/U.S. Department of Energy

<table>
<thead>
<tr>
<th>Budget (Amt. in U.S. $)</th>
<th>Items/Preliens* (Amt. in U.S. $)</th>
<th>Unobl. $** (Amt. in U.S. $)</th>
</tr>
</thead>
</table>

**E. Other Costs (if appropriate)**
(i.e. Publication Costs/Info. Technology)

<table>
<thead>
<tr>
<th></th>
<th>Budget</th>
<th>Items/Preliens*</th>
<th>Unobl. $**</th>
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</thead>
<tbody>
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</tr>
</tbody>
</table>

Subtotal>

**F. Indirect costs**
List institutional costs, subcontracts, etc. separately

<table>
<thead>
<tr>
<th></th>
<th>Budget</th>
<th>Items/Preliens*</th>
<th>Unobl. $**</th>
</tr>
</thead>
<tbody>
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</tbody>
</table>

Subtotal>

Total Costs

Please provide justification and documentation demonstrating prior approval by EH-63 for all items or expenditure that were not on original budget request document.

*Preliens - orders placed, but not yet paid for
**unobligated $$ available
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