



Department of Energy
National Nuclear Security Administration
Washington, DC 20585

June 30, 2003

The Honorable John T. Conway
Chairman
Defense Nuclear Facilities Safety Board
625 Indiana Avenue, N.W.
Suite 700
Washington, D.C. 20004

Dear Mr. Chairman:

The purpose of this letter is to provide you the deliverable for Commitment 4.4.2 in the Implementation Plan for Defense Nuclear Facility Safety Board Recommendation 2002-2, U.S. Department of Energy Plan to Address and Resolve Weapons Laboratory Support of Defense Nuclear Complex.

The Standing Management Team (SMT) charter was revised to reflect the new business approach to Laboratory contract management. This was accomplished via a revision to Chapter 11.1 of the Development and Production (D&P) Manual (enclosed) which expands on the Board's recommendation and more definitively communicates SMT roles and responsibilities, introduces Contracting Officer Representative authorities in concert with the NNSA re-engineering effort, and carries SMT decisional contractual obligations that the charter could not fulfill. This chapter has been approved, is being incorporated in the D&P Manual, and replaces the previous SMT charter.

If you have any further questions, please call me at (202) 586-1730.

Sincerely,

A handwritten signature in black ink that reads "M. Schoenbauer".

M. Schoenbauer
Director, Office of Nuclear
Weapons Stockpile
Defense Programs

Enclosure

cc: M. Whitaker



DEVELOPMENT AND PRODUCTION MANUAL

Chapter 11.1: STANDING MANAGEMENT TEAM

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1.0 PURPOSE

The purpose of this chapter is to define the role of the Standing Management Team (SMT) in enhancing safety and/or efficiency of nuclear explosive operations.

2.0 DEFINITIONS

See Albuquerque 56XB Glossary, Acronym, & Cross Reference Section of the Development & Production Manual.

3.0 RESPONSIBILITIES

3.1 Standing Management Team (SMT)

The SMT is comprised of senior managers from the National Nuclear Security Administration (NNSA) NA-10, Lawrence Livermore National Laboratory (LLNL), Los Alamos National Laboratory (LANL), Sandia National Laboratories (SNL), and Pantex Plant organizations. Limited resources, including budget, personnel, and facilities, combined with increasing work expectations for safety, reliability, and performance, necessitate the development and execution of an integrated and optimized plan for nuclear weapons operations (Integrated Weapons Activity Plan - IWAP). Using the IWAP, the SMT members identify, plan, and recommend complex-wide work expectations, resource priorities, and research and development (R&D) projects at the national laboratories required to enhance safety and/or efficiency of nuclear explosive operations to the SMT Chair.

The Chair of the SMT is the Office of Nuclear Weapons Stockpile (ONWS) Director. As the Directed Stockpile Work (DSW) Program Manager for NA-12, and as a designated Contracting Officer Representative (COR) on each applicable contract, the SMT Chair is the single point of accountability for contractual direction related to the IWAP acted upon through NNSA Site Office Contracting Officers (COs) and CORs. The SMT members evaluate changes to the IWAP and make recommendations to the SMT Chair. The Chair (as COR) provides direction relative to the IWAP to the NNSA Site Office COs and CORs to ensure such changes are included into the respective site contracts and tracked by the NNSA Site Office COs and CORs. The SMT members may propose additional activities that can enhance safety and/or efficiency of nuclear explosive operations. The SMT members will evaluate effectiveness, efficiency, alternatives considered and risks of proposed activities, and make recommendations and commitments to the SMT Chair. Each member has an obligation to make an effective case for their preferred course of action before

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formal recommendations or commitments are made. The SMT member at each laboratory shall serve as the single point-of-contact for those issues that have been identified to the SMT that span multiple weapon programs. It is the responsibility of the SMT member to communicate these issues to their respective site and coordinate appropriate remedial actions. It is expected that all SMT members coordinate with their NNSA Site Office COs or CORs as necessary in order to make recommendations or commitments for their parent organizations at the SMT meetings. Upon the SMT Chair's approval of work and resource expectations, each SMT member is obligated to take actions necessary to enhance safety and/or efficiency of nuclear explosive operations. Minority opinions will be documented in the SMT meeting minutes and will be included verbatim as submitted by the author.

3.1.1 Chair, SMT

The ONWS Director is the Chair of the SMT. As the DSW Program Manager for NA-12, and as a designated COR on each applicable contract, the SMT Chair is the single point of accountability for contractual direction related to the IWAP acted upon through NNSA Site Office COs and CORs. The Chair assesses the impact of any changes to the IWAP and approves the release of the IWAP. The Chair approves Milestone 0 and 1 completions. The Chair, through an Action Officer, is responsible for setting the agenda, issuing the minutes, and ensuring the execution of the SMT member's responsibilities. The Chair is responsible for approving SMT membership nominations for each agency represented at the SMT and documenting formal direction to the NNSA Site Office COs and CORs in the SMT meeting minutes. The SMT is also responsible for submitting to the ONWS Director a priority listing for R&D projects at the national laboratories to enhance safety and/or efficiency of nuclear explosive operations at the Pantex Plant. The projects will be prioritized based on Pantex Plant identified needs and the potential for the project to enhance safety and/or efficiency of nuclear explosive operations. This list will be provided to NA-11/12 on an annual basis with a report submission coinciding with the budget process. This list will include appropriate estimates of level of effort, schedule, and resources. The Chair (as COR) provides direction, including changes affecting IWAP deliverables, complex-wide work expectations, resource priorities, and R&D projects at the national laboratories required to enhance safety and/or efficiency of nuclear explosive operations to the NNSA Site Office COs and CORs to ensure such commitments are included into the respective site contracts and tracked by the NNSA Site Office COs and CORs.

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3.1.2 Permanent NNSA Pantex Site Office (PXSO) Member

The PXSO SMT member is a Senior Technical Advisor of Pantex Plant site operations issues and is a permanent member of the SMT. The member will attend all meetings and may have a designated alternate; however, the alternate must have the same authority as the primary SMT member. The member identifies to the SMT Chair any Pantex Plant site operations issues.

The PXSO member will work with the NNSA Site Offices, laboratories, and plants to ensure a structured review of lessons learned is documented and distributed for each project and a system is in place to provide the lessons learned to subsequent projects. The PXSO member will transmit the lessons learned to the appropriate NNSA COs and CORs for their review and dissemination for subsequent projects. The PXSO member will arrange for briefs to the SMT and NNSA Site Office COs and CORs on lessons learned findings.

3.1.3 Permanent NNSA Service Center Member

The Director, Nuclear Explosive Safety Division (NESD), NNSA Service Center, is a permanent member of the SMT. The member will attend all meetings and may have a designated alternate; however, the alternate must have the same authority as the primary SMT member.

NESD may identify safety issues (e.g., through a Nuclear Explosive Safety Study or surveillance activities) whose resolution may require R&D at the national laboratories. The NESD Director will present such safety issues to the SMT.

3.1.4 National Laboratories

For consistent application of SMT requirements and expectations between LANL and LLNL weapon programs, all three national laboratories are members of the SMT, regardless of the original weapon design team. Membership is permanent and each member will take responsibility on behalf of his or her national laboratory. Members will attend all SMT meetings. Each member may have a designated alternate; however, the alternate must have the same authority as the primary SMT member. The laboratories may nominate new members or alternates by memorandum to the SMT Chair for approval. The memorandum must state that the nominee will have the authority to make recommendations or commitments on behalf of the institution, as required to perform the roles defined in this chapter.

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The laboratories will maintain and document an internal process for identifying and prioritizing proposed R&D efforts that may enhance safety and/or efficiency of nuclear explosive operations at the Pantex Plant. This should include level of effort, budget, and resource information required to support these efforts. On an annual basis, each laboratory will develop and submit a proposed list of R&D projects to the SMT Chair. The laboratories will provide a semi-annual progress report to the SMT Chair. In addition, the national laboratories will inform the SMT Chair of any emerging needs for R&D to enhance safety and/or efficiency of nuclear explosive operations at the Pantex Plant.

3.1.5 Pantex Plant

The Pantex Plant operating contractor is a member of the SMT. Membership is permanent and the member will take responsibility on behalf of his or her parent organization. The member will attend all SMT meetings and may have a designated alternate; however, the alternate must have the same authority as the primary SMT member. The operating contractor may nominate a new member or alternate by memorandum to the SMT Chair for approval. The memorandum must state that the nominee will have the authority to make recommendations or commitments on behalf of the institution, as required to perform the roles defined in this chapter.

The operating contractor will maintain an internal process for identifying opportunities to enhance safety and/or efficiency of nuclear explosive operations if additional weapons response data were available. The operating contractor will develop and submit a list of topics to the SMT Chair. These topics will be considered when developing the recommended list of prioritized R&D projects at the laboratories.

3.1.6 Observers

Observers may be invited by SMT members to attend any meetings.

3.2 Project Teams (PTs)

Project Teams (PTs) are responsible for development of project plans that accomplish the objectives for the program and for resolution of comments from management and appropriate staff at all participating organizations, as well as from Department of Defense and NA-11/12. PTs are also responsible for preparing resolution of comments from the Defense Nuclear Facilities Safety Board, as directed by the SMT Chair. Prior to milestone and review meetings, PTs must review their progress and recommendations with their respective SMT member. PTs must also ensure that any concerns from their respective

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parent organization are identified prior to the milestone and review meetings. The PTs must have their SMT representatives' concurrence that their parent organization can achieve the project plan commitments in the context of other site commitments. At the milestone meetings, PTs will assure the Milestone 0 and 1 expectations are met. The milestone and review meetings will address the plans and anticipated project team actions. PTs must develop what they believe to be the right course of action for their program and provide a convincing case to the SMT Chair for approval of their proposed plan. Once the SMT Chair approves the plan at Milestone 1, the PTs are responsible to execute the plan as approved. PTs are responsible for ensuring completion of their projects, as delineated in approved project plans. PTs will brief, at a minimum, on a monthly basis to the NNSA PXSO CO or COR the status of the current program execution, identification of risk to the program and actions being taken to mitigate the risk, identification of schedule/scope/cost issues with recommended options, and status on formal change request submissions for significant schedule/scope/cost issues. If the PT lead cannot resolve an interagency technical or resource issue, the PXSO CO or COR will be notified and briefed on the issue. If working with the appropriate NNSA Site Office CO or CORs, PXSO CO or COR, still cannot attain resolution, the issue will be raised as necessary with the SMT Chair at the SMT meeting.

3.3 NNSA Site Office COs and CORs

Formal direction to the contractor sites (laboratories and plants) flows through the NNSA Site Office COs or CORs. The NNSA Site Office COs or CORs will direct, track, and evaluate performance of projects identified in the IWAP. Based on SMT Chair direction regarding work and resource expectations, NNSA Site Office COs or CORs will track and evaluate execution of each project in accordance with those recommendations or commitments and track milestones to completion. Upon release of lessons learned by the PXSO SMT member, the NNSA Site Office COs or CORs will review and disseminate the lessons learned for subsequent projects. The NNSA Site Office COs or CORs will also work with NA-11/12 to fund and support the prioritized list of R&D projects at the national laboratories to enhance safety and/or efficiency of nuclear explosive operations at the Pantex Plant.

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4.0 RESPONSIBILITIES

4.1 Milestone 0 – Project Initiation

At Milestone 0, SMT Chair expectations are the following:

- 0a. The PT will propose preliminary critical elements of cost, scope, schedule, and risk consistent with the approved IWAP. Once approved by the SMT at Milestone 1, this set of elements will go under formal change control. Changes to any of these elements will require written approval by the SMT.
- 0b. The SMT representatives, by concurring with Milestone 0, commit their parent organization resources to attain deliverables required for Milestone 1.
- 0c. PTs will identify whether the Weapon Safety Specification is adequate to proceed with the hazard analysis development.

4.2 Milestone 1 – Project Baseline

At Milestone 1, SMT Chair expectations are the following:

- 1a. PTs will demonstrate that the proposed project (i.e., tooling concepts, process flow, procedures, facilities, equipment and layout, and electrical testers) has appropriately addressed the safety criteria defined in TBP-901, *Integrated Safety Process*. When implemented, the proposed process will provide a very high level of confidence that the operation will be safe. Where criteria are not met, the decision represents appropriate tradeoffs with programmatic, security, environmental, and other concerns.
- 1b. PTs will show that their approved project plan adequately defines and documents scope, schedule, cost, and risks. The PTs must have their SMT representatives' concurrence that their parent organization can achieve the project plan commitments in the context of other site commitments. The SMT Chair will approve, if acceptable, the project plan and ensure it meets contract deliverables. The SMT will continue to monitor success of the IWAP until project completion or lead responsibility is turned over to the Site Office. The SMT retains responsibility for multi-site weapon issues.
- 1c. PTs will recommend the critical elements of cost, scope, schedule, and risk to be the milestones for project tracking. PTs will brief the SMT on the status of approved milestones and variance with the change control history from the original project plan.

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- 1d. PTs will show that the proposed trainer requirements will achieve a sufficient and appropriate level of fidelity with war reserve units to support a comprehensive training program. Trainer refurbishments shall be scoped and planned.
- 1e. PTs will define an appropriate scope of the hazard assessment, weapon response, and Hazard Analysis Report/Technical Safety Requirements development.
- 1f. PTs will demonstrate that the proposed operating procedure, operating facility, equipment and layout, electrical tester, and tooling concepts achieve benefits in operations, without incurring additional costs for marginal improvement in safety, and achieve effective use of improvements gained through other programs.
- 1g. Once the project is approved at Milestone 1, PTs will brief the NNSA PXSO CO or COR authority, at a minimum, on a monthly basis the status of the project including the status of the current program execution, identification of risk to the program and actions being taken to mitigate the risk, identification of schedule/scope/cost issues with recommended options, and status on formal change request submissions for significant schedule/scope/cost issues. The SMT will be briefed on any SS-21 milestone that can not be independently resolved at the Site Office(s) or that may have multi-site or multi-program impact(s).

4.3 Project Team Requirements

SMT Chair expectations are the following:

- 2a. PTs will improve their implementation of integrated safety based on lessons learned from previous projects.
- 2b. PTs will adopt proven measures that reduce risk or improve schedule.
- 2c. PTs will provide a monthly progress review to NNSA PXSO CO or COR.
- 2d. PTs will identify emergent issues that could potentially have an adverse effect on meeting project commitments, along with options to the NNSA PXSO CO or COR with concurrence from their respective SMT member.
- 2e. PTs will collaborate with laboratory, plant, and NNSA personnel to ensure efficiencies are realized and NNSA expectations are successfully accomplished in scope and on schedule.

5.0 SMT PROTOCOL

Given the number and complexity of recommendations and commitments the SMT is required to make, coordination before the meeting and productivity at the meeting is essential. The following process will be used for SMT meetings.

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5.1 Meeting Schedule

- Meetings will be held as requested by SMT Chair to review progress, identify issues, evaluate solutions, facilitate communications, and ensure overall IWAP efforts are on schedule to achieve a greater level of safety in nuclear explosive operations.
- The Action Officer will work with the SMT Chair to set agenda topics for each meeting with input from SMT members.

5.2 Prior to Meeting

- The Action Officer will distribute the agenda and coordinate with appropriate parties to ensure required documents are distributed for SMT members review and retention.
- PTs will work issues with parent organizations prior to briefing the SMT.
- SMT members will review required documentation prior to scheduled meetings. When possible, SMT members will submit comments/concerns to PT members with copies to all SMT members.
- PTs or Program Leaders will attempt to resolve concerns before briefing the SMT. If resolution cannot be made, PTs or Program Leaders will present possible solutions during their SMT brief.

5.3 Participation

- Upon Chair approval of the SMT meeting minutes, the Action Officer is responsible for consolidating and distributing meeting minutes to the members of the SMT and the NNSA Site Office COs or CORs, and tracking all action items.
- PTs will present or clarify information necessary for the SMT to make appropriate recommendations or commitments.
- Briefings should provide PT preferred decision(s), address alternatives considered, justify recommendation(s), and define risks associated with identified recommendation(s) and any compensatory measures required.
- PTs will document commitments and forward them to the NNSA Site Office COs or CORs and the Action Officer for consolidation into meeting minutes.
- The Action Officer will document recommendations or commitments and minority opinions.

6.0 RESPONSIBLE ORGANIZATION

ONWS is responsible for this chapter.