



NNSA NA-90 "MISSION" Reporting Process Updates

"Re-Baselining" of former Monthly Project Reviews (MPRs)

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NNSA NA-90 MISSION Reporting Process Update

- **Purpose/Agenda:**
 - **To explain/ensure alignment w/ “Build SMART”**
 - **To explain recent changes to “MISSION” project reporting (formerly MPR)**
 - Need for changes to reporting format and channels
 - Continuous process improvement
 - **To answer questions, clarify requirements**



BUILD SMART INITIATIVE

S

STRATEGIC PLANNING:

- Identify Clear Near-Term and Long-Term Milestones.
- Use existing authorities and processes while analyzing others to improve execution.
- Achieve objective of a flexible and resilient enterprise while improving estimating & upfront planning.

M

MISSION FOCUSED:

- Prioritize work to meet program mission need.
- Increase partnerships to support implementation of best practices across government & private sector.

A

AGILE:

- Deliver the right capability with the right timeframes.

R

RISK INFORMED DECISION MAKING:

- Take calculated risks, learn, and move forward.
- Ownership and accountability and reward success.

T

TIMELY:

- Deliver each task/deliverable on time & meet schedule.
- Anticipate change and be ready to act.
- Schedule and performance is key.

HOW ITS IMPACTING

- Directly informs development of the NNSA Enterprise Blueprint.
- Build SMART is a new initiative for NNSA projects **to turn the corner on infrastructure and construction issues** that focuses on delivering capability.
- Currently developing goals & metrics to improve schedule & cost.
- Incorporates efforts already underway like the Integrated Infrastructure Planning Working Group.



NNSA NA-90 MISSION Reporting Process Update

- **BLUF:** In Jan 2024, NA-90 implemented a new reporting process
 - *Monthly Information Supporting Strategic Infrastructure of NNSA* (MISSION)
 - Occurring once a month, by site
 - New *Strategic Level* template (replacing Monthly Project Reviews or “MPRs”)

Aligns better w/ DOE 413.3B requirement for QPRs

- **PURPOSE:** to provide clear, concise reports that convey structured, relevant information to facilitate critical decisions by senior leaders;
 - Align w/ Build SMART
 - Provide better consistency with higher level reports (e.g. Capital Projects Review)
 - Allow increased *discretion* at operational and tactical; more concise info to strategic/HQ



Global/National Impact: executive-level, long-term—establish vision and mission

Regional/Departmental Impact: managerial-level, short-term—ensure strategic alignment

Unit/Project Impact: field-level, day-to-day—implement detailed processes

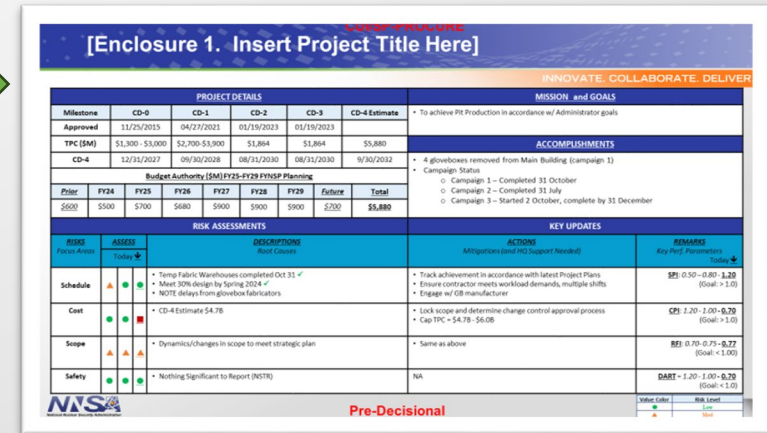


NNSA NA-90 MISSION Reporting Process (Summary of Changes)

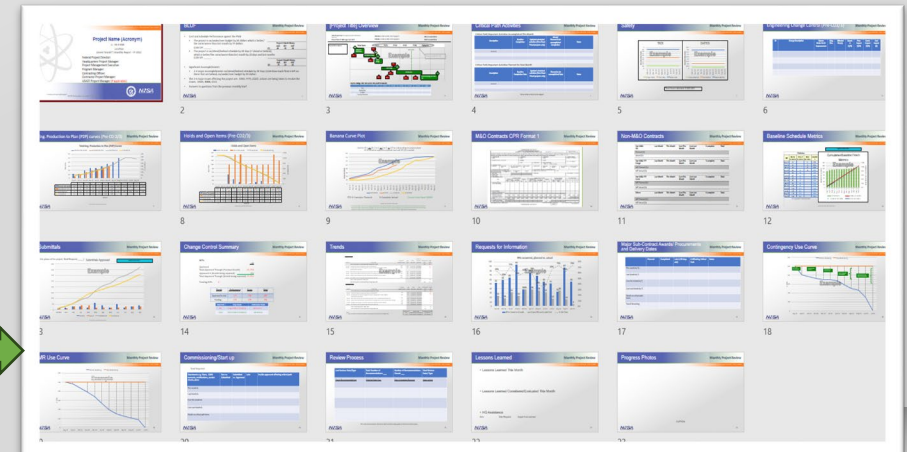
New Reporting Structure (monthly)

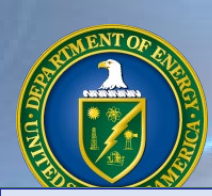
REPORT LEVEL	PRESENTER	AUDIENCE or Key Decision Maker	ADD'L INVITEES	DUE DATE RANGE	FORMAT
Strategic scheduled by NA-92	APMO by Site	➔ NA-90 (NA-92 proxy)	Program office, resource sponsor, project management executive (PME) (required invite)	22nd through 31st, one MISSION meeting per site	(1) Strategic MISSION Brief (mandatory)
Operational scheduled by APMO Director	FPD	➔ APMO director	Site Field Office Manager (FOM) and others (if requested)	15th through 21st	(1) Any format, as directed by APMO, or (2) Strategic MISSION Brief (optional, ideal) Note: FPD must be capable of providing typical data in "FY 2022 Monthly Project Review Template" upon request or follow-up
Tactical scheduled by FPD	Project team	➔ FPD	Not required	1st through 14th	(1) Any format, as directed by FPD, or (2) Contractor's standard format (or other typical industry format), or (3) "FY 2022 Monthly Project Review Template" (widescreen or standard) (required if no other format is available)

New template (~1 slide) at strategic level (operational = optional), 3+ "sites" (covering ~30 proj.) = 4 meetings



Previous template (23 slides) occurred at all levels strategic, operational, tactical, ~30 proj. = 30 meetings

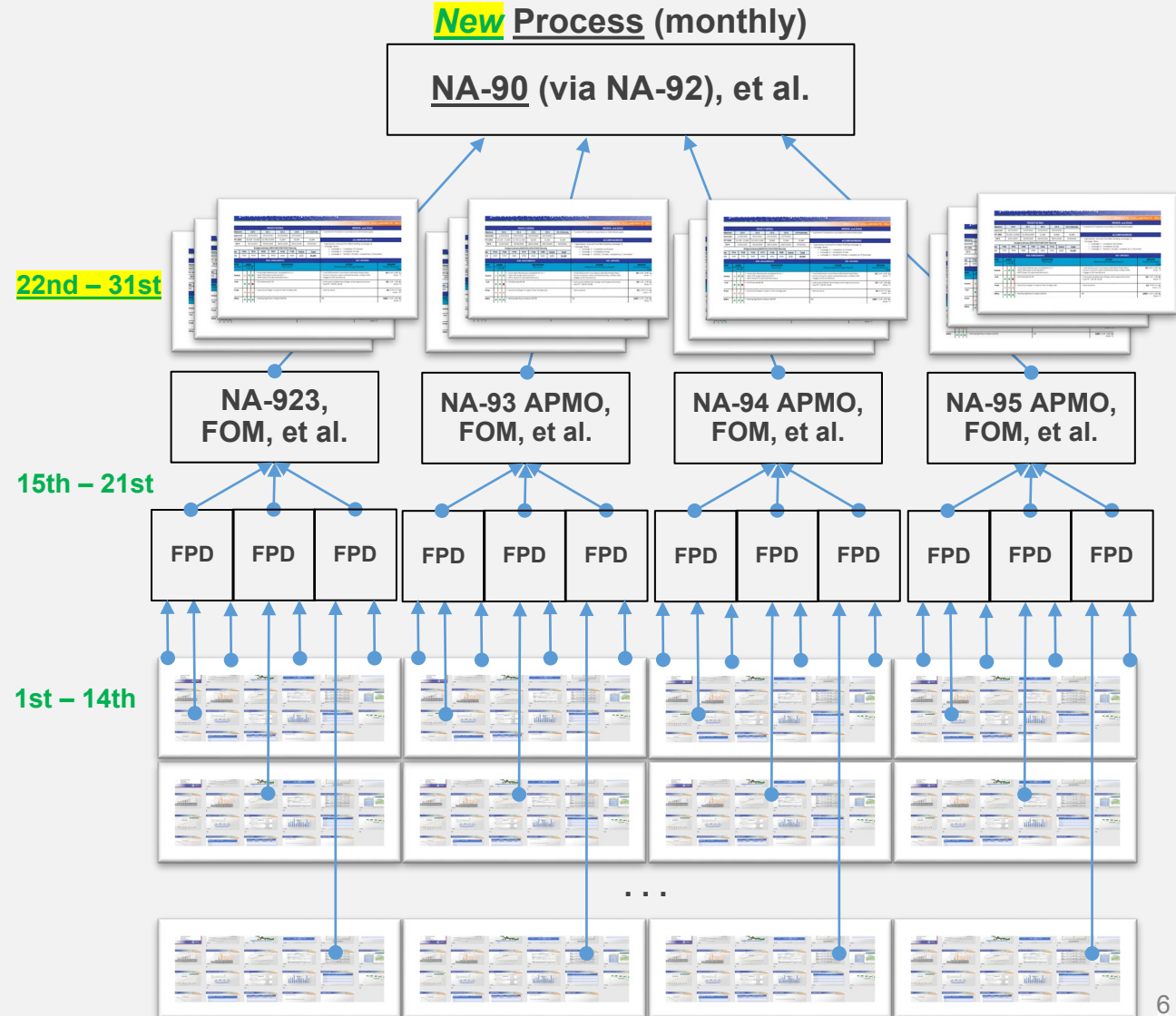
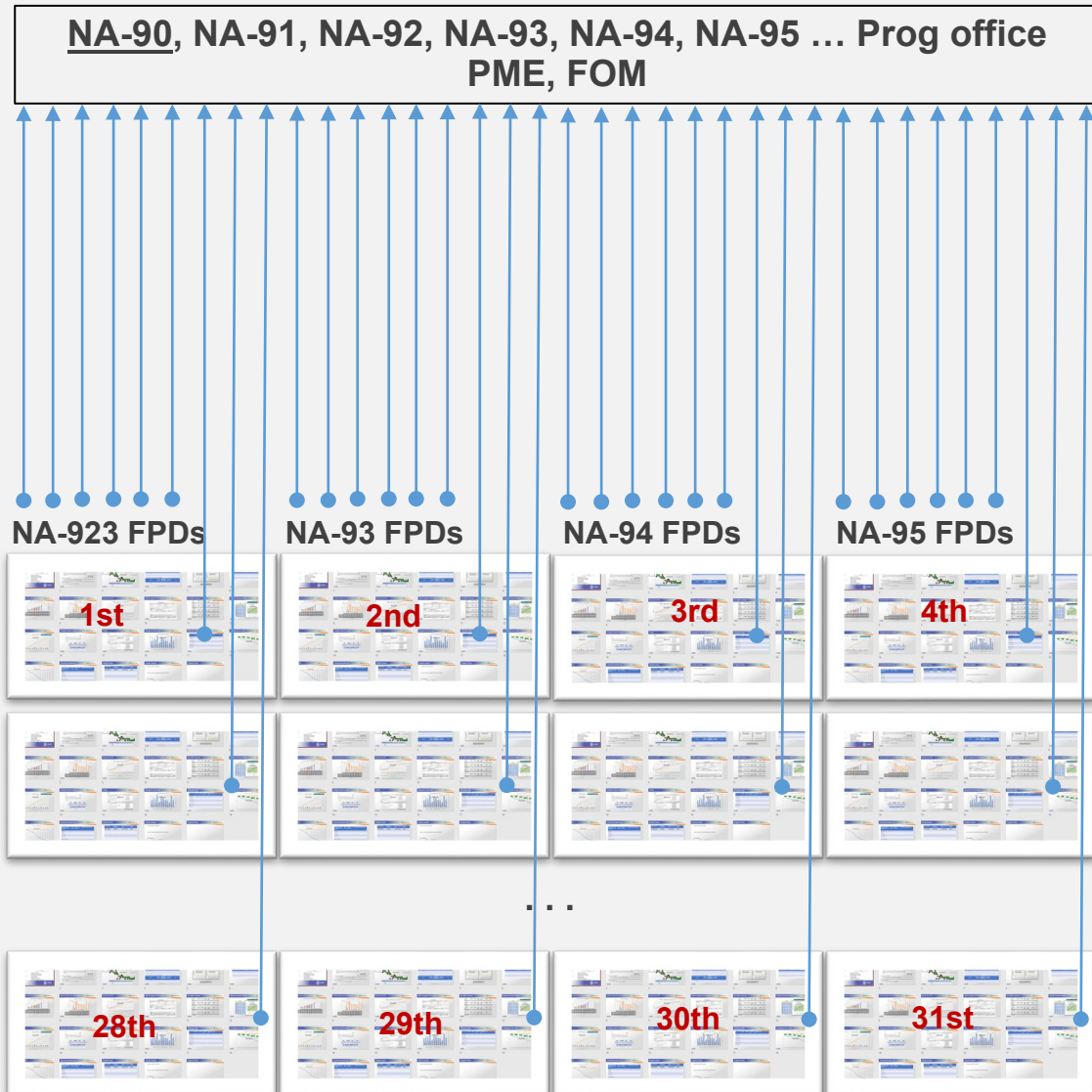




NNSA NA-90 MISSION Reporting Process Update

CONCEPT: reporting should be decentralized and hierarchal. . .

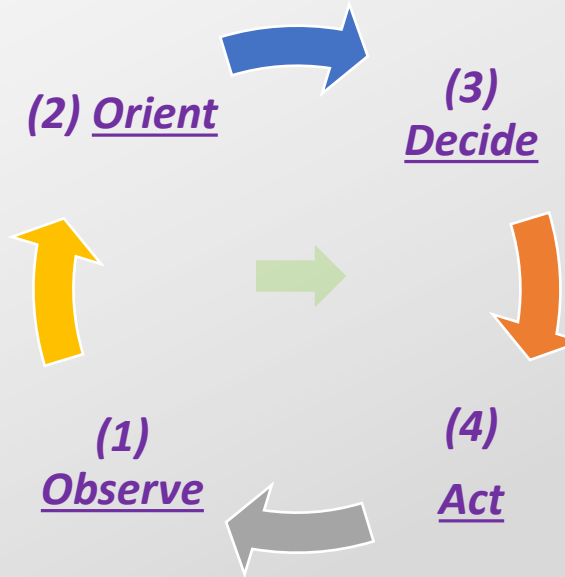
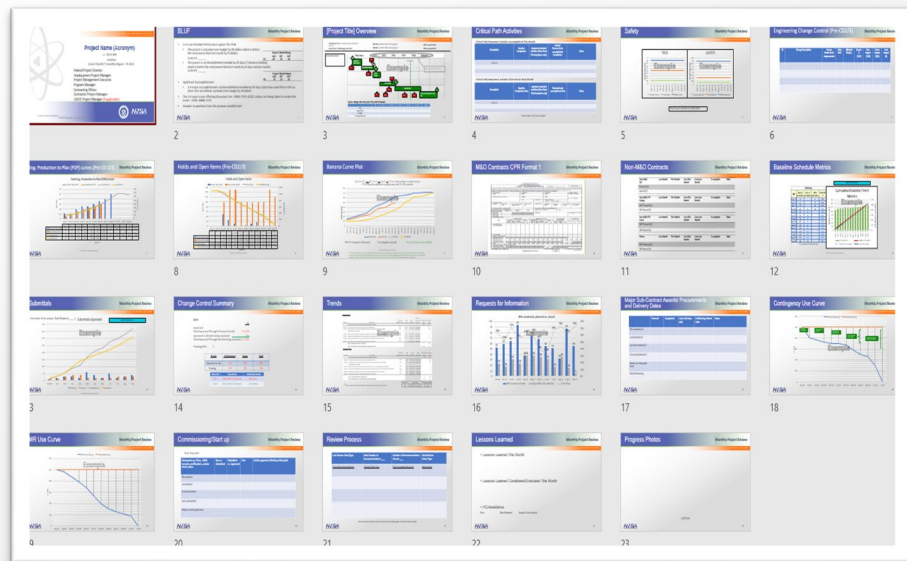
for uniform efficiency and effectiveness at ALL levels (decentralization)





Continuous Process Improvement

- MISSION brief format will continue to be updated, as needed
- NA-90 is in in 2nd “observe” step in the Observe – Orient – Decide – Act decision-making model
 - Already implemented (observed, oriented, decided, acted)
 - NA-90 is receiving feedback from program offices and field offices (observe, orient), improved discussions



CUEBP PROCURE

[Enclosure 1. Insert Project Title Here]

INNOVATE. COLLABORATE. DELIVER.

PROJECT DETAILS										MISSION and GOALS	
Milestone	CD-0	CD-1	CD-2	CD-3	CD-4					To achieve PR Production in accordance w/ Administrator goals	
Approved	11/25/2015	04/27/2021	01/19/2023	01/19/2023						ACCOMPLISHMENTS	
TPC (\$M)	\$1,300 - \$3,000	\$2,700-\$3,900	\$1,864	\$1,864	\$4,880 M&O					<ul style="list-style-type: none"> 4 gloveboxes removed from Main Building (campaign 1) 	
CD-4	12/31/2027	09/30/2028	08/31/2030	08/31/2030	9/30/2032 M&O					<ul style="list-style-type: none"> Campaign Status <ul style="list-style-type: none"> o Campaign 1 – Completed 31 October o Campaign 2 – Completed 31 July o Campaign 3 – Started 2 October, complete by 31 December 	
Next CD Schedule	CD-4 (03/2024)	FPD Est. (\$M)	\$5,880	FPD Est. CD-4=	9/20/2032						
Budget Authority (\$M) FY25-FY29 FYNSP Planning											
Prior	FY24	FY25	FY26	FY27	FY28	FY29	Future	Total			
\$600	\$500	\$700	\$680	\$900	\$900	\$900	\$700	\$5,880			
RISK ASSESSMENTS										KEY UPDATES	
RISKS Focus Areas	ASSESS Today	DESCRIPTIONS Root Causes				ACTIONS Mitigations (and R2 Support Needed)		REMARKS Key Perf. Parameters Today			
Schedule	▲ ● ●	<ul style="list-style-type: none"> Temp Fabric Warehouses completed Oct 31, ahead of Dec 31 plan <input checked="" type="checkbox"/> Meet 30% design by Spring 2024 <input checked="" type="checkbox"/> NOTE: FPD agrees with M&O estimate <input checked="" type="checkbox"/> 				<ul style="list-style-type: none"> Track achievement in accordance with latest Project Plans Ensure contractor meets workload demands, multiple shifts Engage w/ GB manufacturer due to existing delays 		SPI: 0.50 - 0.80 - 1.20 (Goal: > 1.00)			
Cost	● ● ● ●	<ul style="list-style-type: none"> CD-4 Estimate \$5,888 NOTE: FPD disagreed with M&O estimate of \$4,888 <input checked="" type="checkbox"/> 				<ul style="list-style-type: none"> Lock scope and determine change control approval process Cap TPC = \$4.78 - \$6.08 		CPI: 1.20 - 1.00 - 0.70 (Goal: > 1.00)			
Scope	▲ ▲ ▲	<ul style="list-style-type: none"> Dynamics/changes in scope to meet strategic plan 				<ul style="list-style-type: none"> Same as above 		RFI: 0.70 - 0.75 - 0.77 (Goal: < 1.00)			
Safety	● ● ●	<ul style="list-style-type: none"> Nothing Significant to Report (NSTR) 				<ul style="list-style-type: none"> N/A 		DART = 1.20 - 1.00 - 0.70 (Goal: < 1.00)			

Pre-Decisional

Value Color Risk Level
 ● Low
 ▲ Med
 ● High



QUESTIONS?



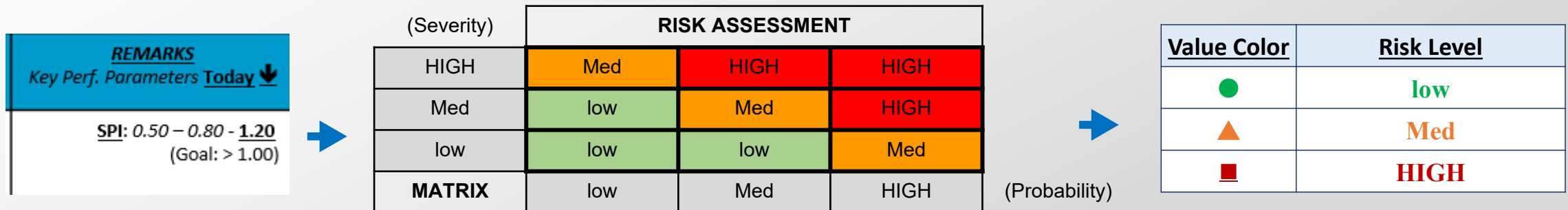
BACKUP

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DISCUSSION/FAQs

- Briefer to present what the audience "needs-to-know" (risks, mitigations, help-needed), Use active voice (vice passive voice)
- Risks: qualitative (subjective assessment) but should be based on quantitative data and circumstances
 - Cost/Schedule: If any significant deviation from PB (or top end of cost range) (requiring further mitigation or notice to NA-1/PME)
 - Scope: Potential for project termination, inability to satisfy mission need " " " " " " " " " " " "
 - Safety: Internal (OSH/ESS issues), External (M&O/temporary construction issues)
 - Standard Risk Assessment Matrix (probability and severity) should inform the Risk Assessment



- Although brief is intended to identify risks, the *tone* of brief should remain positive by focusing on mitigations and accomplishments
- Changes align w/ DOE-PM and DOE O 413.3B, including requirements for Quarterly Project Reviews (QPRs)
- PMOs should continue to brief their FOMs and others who rely on the data
- NA-90 anticipates standardizing data input into a centralized database (TBD)

NNSA NA-90 MISSION Reporting Process Update

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Dry-Run

- PURPOSE: To work out kinks in the MISSION (MPR)
- Goal to brief and inform NA-90, program offices, and others
- Briefer to present what the audience "needs-to-know" (risks, mitigations, help-needed)
- Although brief is intended to identify risks, the *tone* of brief should remain positive by focusing on mitigations and accomplishments
- Determine how much time per slide, and **stick to it** i.e.
 - (1) Anticipate ~15 minutes for introduction, questions, closing
 - (2) Divide remaining time by number of project slides
 - Example, if presentation = 1 hr with 9 slides, then, **Intro, Q&A, closing = 15 min, Project slides 45 min = 5 minutes per slide**

RESOURCES

- POC: Herman Pablo, 202-586-1492, herman.pablo@nnsa.doe.gov

NNSA NA-90 MISSION Reporting Process Update

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Presenting the Slides

- Determine how much time per slide, and **stick to it** i.e.
 - (1) Anticipate ~15 minutes for introduction, questions, closing
 - (2) Divide remaining time by number of project slides
 - Example, if presentation = 1 hr with 9 slides, then, **Intro, Q&A, closing = 15 min, Project slides 45 min = 5 minutes per slide**
- See new template “ENCL 1_NNSA NA-90 MISSION Reporting Process_Exec Brief_FINAL”, e.g.
 - **TOP LEFT** Quadrant
 - We are currently in CD-3 (construction phase), which was approved on 01/19/2023
 - Approved Performance Baseline TPC and completion schedule increased from (CD-2) = \$1.86B and 08/31/2030
 - Contractor PM currently estimates TPC and completion to be \$4.8B and 9/30/2032 (unofficial)
 - However, FPD anticipates TPC and schedule = \$5.88B and 9/30/2032
 - Our budget Authority has fluctuated across the FYNSP (any questions?)
 - **TOP RIGHT** Quad
 - Reminder, our mission is to achieve Pit Production in accordance w/ Administrator goals
 - We removed 4 glove boxes from Main Building as part of Campaign 1 (that is a great success story, demonstrating progress)
 - This is our campaign status (any questions) (again, really good news) (make note of what changed from prior report)
 - **BOTTOM LEFT and RIGHT** Quads
 - Our **Schedule** Risk is low (and you can see potential issues and actions to mitigate [in BOTTOM RIGHT Quad]), but our risk profile has improved since two reports ago (any questions?)
 - Our greatest risk is in **Cost**. This is based on the Cost Performance Index of 0.70 (with a goal of > 1.00). The M&O estimates TPC = \$4.88B. However, our FPD believes it should be \$5.88B. To mitigate, we are working to lock scope and control changes (any questions?)
 - Our **Scope** risk (informed by quality and directly affects mission requirements) is Medium. It hasn't changed over the past two reports and is related to our cost risks (any questions?)
 - Our **Safety** risks are very low and we have nothing significant to report, unless you had any questions. (Basically, we are below our goals, which is good)

New NNSA Capital Project Report Template

INNOVATE. COLLABORATE. DELIVER.

- Part of **Build S.M.A.R.T. = Mission-Focused, Risk-Informed Decision-Making**
- Mostly same information as before, but new structure to better communicate risks, and decisions needed
- Brief is read left-to-right, top-to-bottom
 - **TOP LEFT Quadrant** = very similar to previous template = “Project Details” (**worthy of note = DOE PM uses similar ESAAB Major Systems StatRep**)
 - (Primary change) adds the FPD’s current estimate of TPC and CD-4 completion (gray box, to track against latest plan)
 - **Informs** audience which CD-phase we are in, what is the next CD and when is it scheduled, latest cost estimate range or TPC
 - **Informs** audience about any fluctuation in TPC, CD4 schedule, and budget authority (variations = indications of **risk**)
 - **TOP RIGHT Quadrant** = very similar to previous template = “Accomplishment”
 - **Adds** description “**Mission and Goals**” to keep the brief mission-focused (i.e. helpful to re-center discussions on exact mission)
 - (Accomplishments) **informs** audience about what we actually have done to achieve **mission** (keeps a positive tone)
 - **BOTTOM LEFT Quadrant** = very similar to previous template = “Risk”
 - Better **informs** audience about which **risk categories** are actually impacted, i.e. cost, schedule, scope, and safety (**worthy of note = DOE PM uses similar ESAAB Major Systems StatRep**)
 - **Adds risk assessment** and **trends** (previously only had risk descriptions)
 - Risk assessment is a qualitative judgment of the FPD, which is based on a range of low to high probability and severity, and is generally informed on quantitative data/metrics
 - Trends shows today (right column), last report (middle column), and report before last (left column)
 - Risk descriptions is similar to previous template
 - **BOTTOM RIGHT Quadrant** = SOMEWHAT similar to previous template = “Key Updates”
 - Previously, “Key Updates” was redundant and overlapped with “Risk” and “Accomplishments”
 - **Adds** focus on on-going actions, our steps to better mitigate the risks, or identifies importantly what HQ support is needed. This is ultimately where “risk-informed” **Decision-Making** comes into play.
 - **Adds** a section for “Remarks” where we ensure that the risk assessment is based on quantitative data. Here the FPD will provide a standard metric or other reasonable measure of performance, which will help inform the qualitative risk assessment.