



NNSA Security Roadmap

*Strategic Initiatives for Managing the Defense
Nuclear Security Program*



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OVERVIEW



- ❑ The Simple Truth
- ❑ Why Do We Need An NSR
- ❑ What Is The NSR
- ❑ Building The NSR
- ❑ Common Themes
- ❑ 4 Key Strategies
- ❑ What Makes the NSR is Different
- ❑ Implementation...The Real Work and **FUN!**



TRUTH



- NSR is not all DNS or NA-71
- Not developed in response to GAO 5/14 report
- Cannot be implemented by the HQ staff
- It is not like any previous DNS strategic plans
- NSR is here for the long haul
- Development was the easy part



WHY AN NSR



- ❑ Many great initiatives without a real vector or synergy
 - EMETL, Handgun Standardization, Fitness Standards
- ❑ Inability to chart/track/measure progress of initiatives
- ❑ Difficult to sustain progress without a clear purpose
- ❑ Y-12 incursion ignited organizational transformation
- ❑ Need for a clear vision and path forward (Perish)
 - Current state – Future state – How to get there

“Real Transformation Follows a Path.”
Steve Jobs



WHAT IS THE NSR



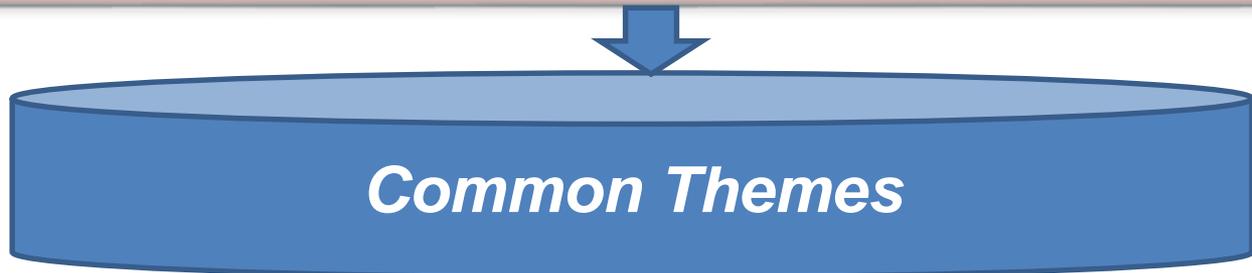
- ❑ NSR is a transformational blueprint developed with the intent of:
 - Providing a vision, a strategy, and a path forward DNS program
 - Defining the pace and trajectory (short-mid-long term)
 - Driving continuous improvement of nuclear security program
 - Providing a method for becoming fire prevention v. firefighters
 - Addressing blind spots, flawed communications, misaligned roles
 - Chronicling the transform effort for those who follow
 - Foundational document – not the end all – just the beginning
 - **One security program executed in 8 locations**



BUILDING THE NSR



Where
We
Are





COMMON THEMES



- ❑ “Develop an approach to implementing initiatives that incorporates goals and implementation **strategy**.” *GAO Report-02-798, 2002*
- ❑ “Revise NNSA Safeguards & Security **Strategic Plan**.”
Chiles Report, 2003
- ❑ “...lacks a comprehensive **strategic** security plan that charts a course for the organization, strives to achieve better efficiency and effectiveness in security programs and provides a unifying vision.”
Mies Report, 2005
- ❑ “Build and execute an NNSA Security Road Map that consolidates recommendations, **articulates a clear vision** of where the security program is going.” *NNSA Security Task Force Report, 2012*

“There comes a time when you just have to listen.”
Jay-Zee



KEY STRATEGIES



Strive For Operational Excellence

Drive an Effective, Efficient & Sustainable Field Security Program

Modernize, Revitalize, and Recapitalize the Physical Infrastructure

Develop and Sustain a Highly Capable Security Workforce

- Started with 15 bins
- Needed wide general buckets
- Strat areas provide focus
- Gives every issue a home

Allan Swanson
Lew Monroe
Arnold Guevara
Ray Phifer



STRATEGY #1



Strive for Operational Excellence

One of the primary challenges confronting NNSA's nuclear security program is regaining its credibility and re-establishing the confidence of internal and external stakeholders. Implementing and executing the nuclear security program requires operational discipline and a commitment to excellence at all levels of the organization.

- Develop a comprehensive DNS communications strategy
- Revitalize the field performance assurance program
- Strengthen DOE and external stakeholder relationships



STRATEGY #2



Drive an Effective, Efficient and Sustainable Field Nuclear Security Program

Without aggressive actions to assess, manage, and prioritize the many demands on the limited fiscal resources, the field nuclear security program will simply be unable to meet the expectations of stakeholders inside and outside of NNSA. In addition to addressing budget issues, Key Strategy 2 is designed to improve overall management of NNSA's nuclear security program.

- Develop and implement a DNS Program Integration Board
- Fully implement the Center for Security Technology, Analysis, Research, and Testing (CSTART)
- Provide effective management and oversight of operating budgets



STRATEGY #3



Modernize, Revitalize and Recapitalize the Physical Security Infrastructure

NNSA's security systems and infrastructure for protecting critical assets are, in many cases, well beyond their life cycle, are in an unacceptable condition, and are technologically obsolete.

- Develop a Master Plan for PSS and Infrastructure Management
10 Year Refresh Plan
- Mature development of the equipment standardization strategy



STRATEGY #4



Develop and Sustain a Highly Capable Security Workforce

People are the single element that is most essential to the success of NNSA's security program. DNS's investment in the recruitment, retention, and training of security professionals is critical to attracting and retaining qualified personnel. A recurring finding across reviews was that NNSA security functions were not staffed effectively, and there was no strategic plan for human capital management.

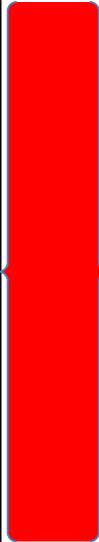
- Leadership development
- Develop a career path for security professionals
- Pilot professional development exchanges with DoD and NRC



THE DIFFERENCE



2015-2020
NNSA Security Roadmap
Strategic Initiatives for Managing the Defense Nuclear Security Program
June 1, 2015



2015-2020
NNSA Security Roadmap
Implementation Plan and Supporting Roles, Responsibilities, and Structure
June 23, 2015



Where We're Going

The future nuclear security program will be flexible, efficient, innovative, and collaborative to meet the challenges of evolving national security threats. The future nuclear security program must ensure the following:

- Effective management
- Defined roles/responsibilities
- Effective performance assurance
- Strategic budgeting/resourcing
- Comprehensive implementation of corrective actions
- Accountability/Transparency

20 Pages – 69 Pages



IMPLEMENTATION



GOAL

The goal of the Implementation Plan is to ensure that the efforts needed to implement the NSR key strategies are well documented, traceable, and that follow-through is included as an integral element in delivering the components of the each initiative.

- Assigns specific owners for each strategy, initiative, and action
- Requires milestones for all actions
- Requires weekly interface with NSR Lead/Coordinator/Owners
- Charter for each team working initiatives
- Quantifiable measurement of progress/effectiveness of actions



STRUCTURE



The Deputy CDNS (NSR Lead) is responsible to CDNS for overall implementation of the NSR and keeping the implementation plan on track.

**Deputy CDNS
(NSR Lead)**

**DNS Security Program
Integration Board (SPIB)**

The Implementation Coordinator is responsible to the Deputy CDNS for the overall execution of the implementation plan.

NSR Implementation Coordinator

Key Strategy Leads (Champions) are responsible for ensuring the completion of the key actions in their strategy area.

**Key Strategy
1**

Strive for
operational
excellence

**Key Strategy
2**

Drive an effective,
efficient, &
sustainable field
security program

**Key Strategy
3**

Modernize,
revitalize, and
recapitalize the
physical
infrastructure

**Key Strategy
4**

Develop and sustain
a highly capable
security workforce

Key Strategy 1

**Strategic
Initiative
Team 1**

**Strategic
Initiative
Team 2**

**Strategic
Initiative
Team 3**

**Strategic
Initiative
Team 4**

Teams are responsible for the deliverables related to each key action.

Team members drawn from HQ, Sites, NNSA, DOE, External Agencies



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Questions/Comments