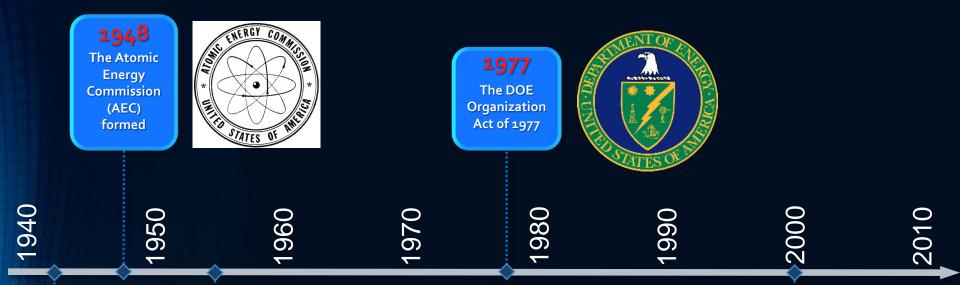
Applying Agile Development Techniques to Improve Program, Portfolio & Enterprise Management

KENNETH B. SHEELY DEPUTY ASSOCIATE ADMINISTRATOR FOR INFRASTRUCTURE OFFICE OF SAFETY, INFRASTRUCTURE & OPERATIONS NATIONAL NUCLEAR SECURITY ADMINISTRATION (NNSA) DEPARTMENT OF ENERGY (DOE)





NNSA History



The Atomic Energy Act of 1954

1942

Manhattan

Project

underway



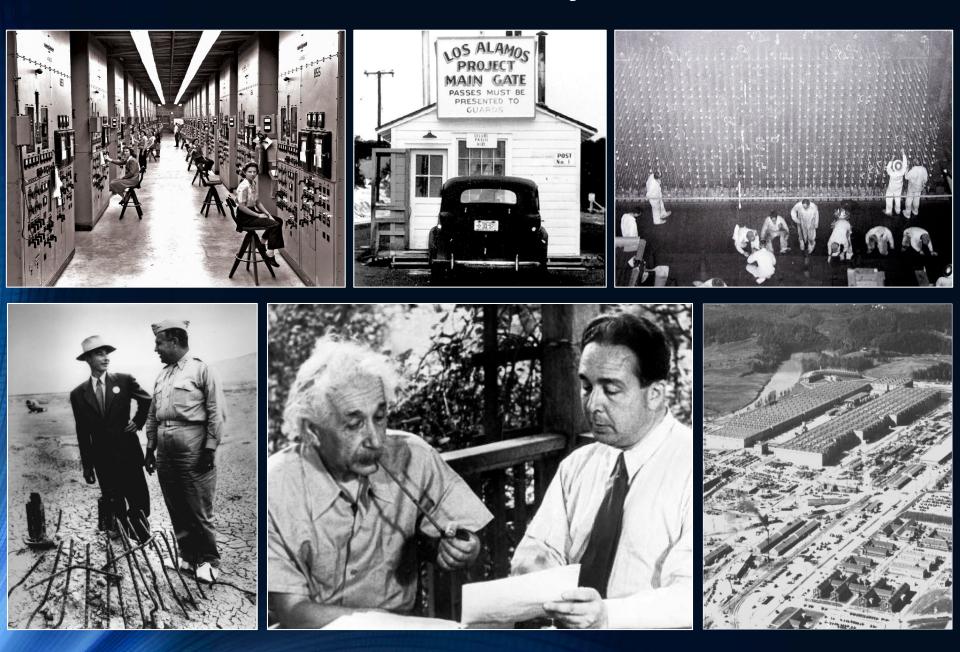
President Eisenhower signs the bill in an official signing ceremony. The Atomic Energy Act of 1954

2000

National Nuclear Security Administration (NNSA) established



Manhattan Project



NNSA Mission

- Maintaining the safety, security & effectiveness of the nuclear deterrent
- Preventing, countering & responding to proliferation and terrorism threats
- Providing operational support for naval nuclear propulsion plants



NNSA SAFETY, INFRASTRUCTURE & OPERATIONS

A VAST AND COMPLEX ENTERPRISE



THE CHALLENGE: AGING & DECLINING INFRASTRUCTURE



to enable program results.

power ~250,000 homes for one year

41,000

2,000 miles of roads

TRACK 400,000

METRIC TONS OF

6,85

LABORATORY & PLANT EMPLOYEES

NEARLY THE DRIVING

safety for 400 nuclear facilities

DISTANCE FROM DC TO LOS ALAMOS

Legacy Infrastructure



- More than 6,000 facilities located on 2,160 square miles in seven states
- Safely operating & modernizing this nuclear security enterprise with over \$50 billion in real property assets

Challenges

NNSA infrastructure is too big, too old & too brittle

- Facilities & systems are well beyond end-of-life
- Block obsolescence limits maintenance & repair options
- Excess facilities pose unacceptable risks

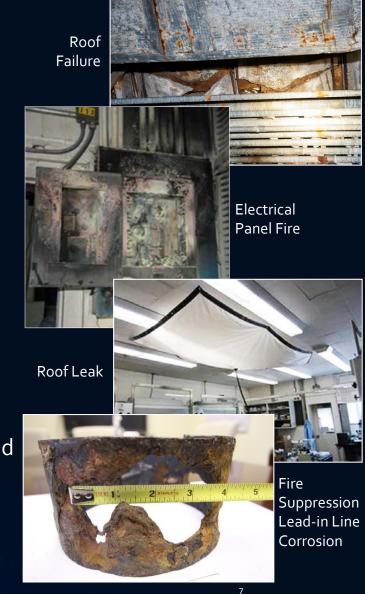
Failures are increasing in frequency, severity & unpredictability

- Multiple Fire Suppression Breaks
- Multiple HVAC failures resulted in program delays
- Multiple roof leaks/failures
- Electrical Distribution Panel fire at Y-12

Outdated processes & tools

- 70 year old infrastructure management methodology
- Analytical methods & performance measures based on financial surrogates & do not capture relative importance or physical condition of facilities

Infrastructure risks become safety & program risks



Tackling the Challenges



- Garnering sustained, strategic infrastructure investments
 - Prioritizing investments for recapitalization & disposition
 - Right-sizing NNSA capabilities & infrastructure
 - Enhancing transparency of excess facilities & general purpose infrastructure

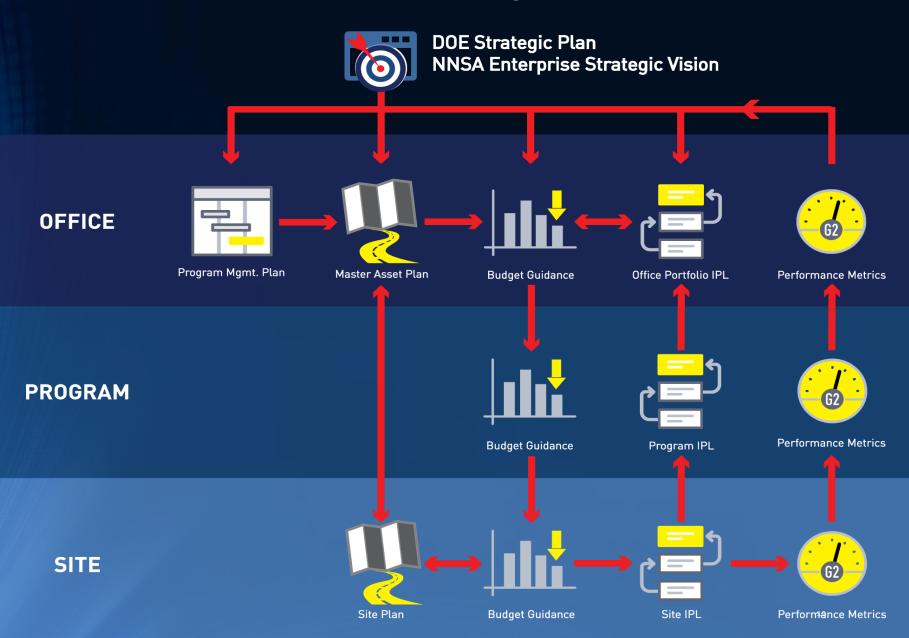
Revolutionizing NNSA infrastructure management

- Advancing infrastructure investment decision making
- Improving infrastructure management tools
- Accelerating recapitalization activities
- Repurposing, reusing, deactivating, or disposing of facilities
- Increasing purchasing power
- Applying Agile best practices to our Program Management Process

Agile in Program Management

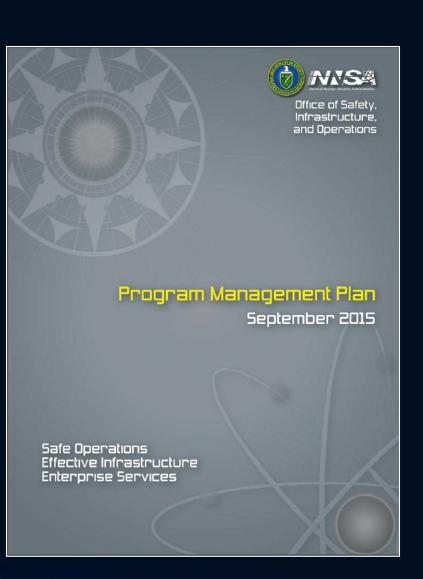
- Adopting Agile techniques enables NNSA to make the best use of Federal resources
- In the past year, NNSA has
 - Applied Agile techniques to deploy innovative, revolutionary processes & management tools to facilitate a data-driven process & enable risk-informed investment decisions
 - Adapted best practices of Agile to improve NNSA's management of its infrastructure portfolio at an enterprise level
 - Created a standardized, predictable, repeatable, & transparent process & developed a common vocabulary to improve communication between stakeholders

Infrastructure Management Process



Program Management Plan

- Defines program management requirements to enable program results
- Establishes & defines standardized Work Breakdown Structure
- Standardized planning process
- Programming & Budgeting
- Execution:
 - Describes process work flows
 - Establishes Monthly Performance Requirements



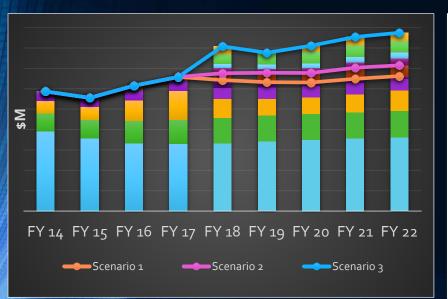
Planning

- Master Asset Plan (MAP): An integrated, long-term infrastructure strategic plan driven by programmatic requirements
- A 25-year & beyond vision
- Annual 2-3 day MAP Deep Dives by each site to fully understand program needs, infrastructure gaps & roadmap to addressing short-term gaps & achieving the long-term vision
- Partnering with sites & programs to develop effective solutions to complex challenges
- The MAP will drive annual programming & budgeting priorities & decisions



Programming & Budgeting

- A predictable, transparent & repeatable process to assign funding to projects
- A data-driven, risk-informed methodology to prioritize requirements (MDI, BUILDER, G2)
- Meaningful metrics to convey what can/cannot be achieved at different funding levels & associated risks





Prioritiza	ation Se	et: NA-50 IPL	Funding	Scenario: 2 -	Max Worki	ng Target	•		
Pri. Rank	Site	Project	Est. Start	Est. Completion	Funded Year	2017	2018	2019	2020
1	PX	Flame Detection Installation, Building 12- 84 Bays 18 & 20	2015	2017	2017	\$1,500.00K			
2	Y-12	Utility and Power Pole Replacement-Phase 2	2017	2017	2017	\$2,000.00K			
3	LANL	Non-Nuclear Classified Machine Shops Electrical Maintenance and Repair	2017	2018	2017	\$400.00K			
4	LLNL	HED Physics Precision Target MicroMachining Consolidation	2017	2019	2017	\$3,650.00K			
5	SRS	Replace Obsolete Oxygen Monitors (L2)	2017	2018	2017	\$1,325.00K			
6	Y-12	Building 9204-2E Elevator #1 Replacement	2017	2017	2017	\$3,000.00K			
7	LANL	Safety and Compliance Upgrades at TA-55	2017	2018	2017	\$2,500.00K			
8	LLNL	Safety renovation of 4 high level laboratories in B151	2017	2017	2017	\$3,750.00K			
9	PX	Flame/RAMS Fiber Network	2015	2017	2017	\$13,700.00	٢		
10	PX	FS-10 Electrical Upgrade	2017	2018	2017	\$800.00K			
11	LANL	Redundant Fire Detection In Tritium Process Areas	2017	2018	2017	\$2,000.00K			
12	LANL	Ventilation Evaluation Based on TA-55 Active Confinement Ventilation Phase I	2017	2019	2017	\$2,600.00K			
13	SNL	B827 (Primary Standards Laboratory)	2016	2017	2017	\$6,500.00K			

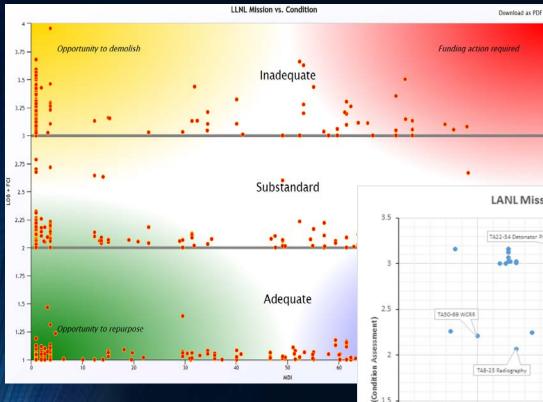
Infrastructure Tools

- New data-driven, risk-informed tools are needed
 - Enterprise Risk Management (ERM)
 - Mission Dependency Index (MDI)
 - BUILDER
 - Recapitalization Project Prioritization

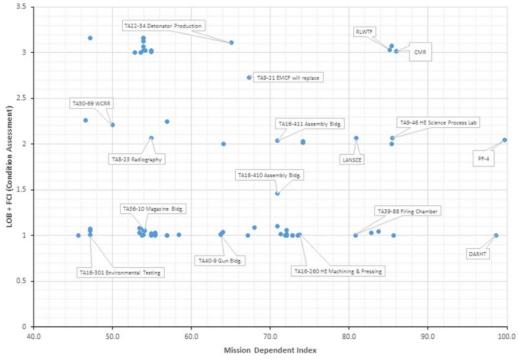


Mission Dependency Index

Enterprise Risk Management (ERM)



LANL Mission Critical / Mission Dependent Facilities



Mission Dependency Index (MDI)

	et						Review 0	Complete:
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	Site:	Los Alamos Na	tional Laboratory		Location:	Los Alamos	National L	aboratory
	PSN:	85934			Property ID:	55-0004		
		PLUTONIUM BI	_DG			\$1,069,663	,169	
Mis	sion Dep. Prog.:				Gross Sq. Ft.:			
	Property Type:		ufacturing, Research, and	Dovelopment	Mission Essential: Utilization:			
M	ission Category:	Plutonium Man	uracturing, Research, and	Development	Utilization:	100%		
+ ^ • •	dd Capability Capability		Difficulty of Replacement 😣	Time Until Impact	Justification			
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	C9-Special Nuclear N Accountability, Stora and Handling		Impossible	Dire	This facility is the onl nuclear facility in the States. No other nucl within the NSE comple store the material cu housed in this asset.	United ear facilities ex could	🖋 Edit	× Delete
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	C14-Nonproliferation	'n	Impossible	Grave	This asset is the only nuclear facility in the States. It is the only where work supportin capability can be exe	United location g this	🖌 Edit	X Delete

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LLNL | OS332WAA | BUILDING 332

Pantex | 12-116 | Pantex Building

Impossible

Impossible

Dire

LAB & OFFICE

WAA

materials to 55-0400 for analytical

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manufacturing and R&D work required to support Defense Programs missions. 55-0004 is the only Category I nuclear

the only location for any plutonium

facility in the United States and only

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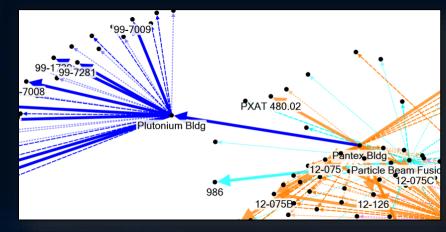
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- Measures a facilities importance by pairing the impact of the loss of the asset with the difficulty of replacing the asset's functionality
- Formula adjusts the basic score to reflect how interconnected the asset is with other assets

$$MDI = \beta_1 \left(\gamma_1 \left(\frac{\sum_{i=1}^{n=5} \alpha_i C_i}{\sum_{i=1}^{n=5} \alpha_i} \right) + \gamma_2 \frac{\sum_{i=1}^{N} S_i}{N} + \gamma_3 \ln(N+1) \right) - \beta_2$$

 Enables new, groundbreaking ways for NNSA to visualize the interconnection of facilities

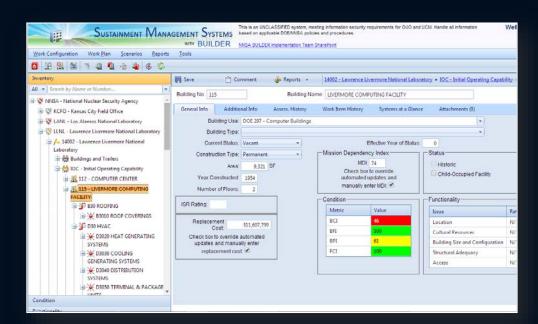


Node Analysis Example

BUILDER

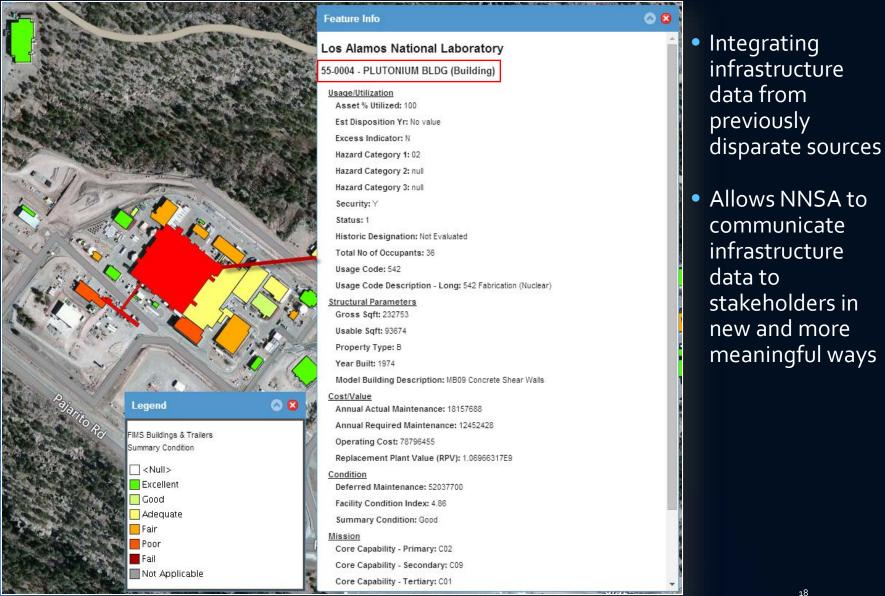
 The U.S. Army Corps of Engineer's Knowledge Based Condition Assessment software, BUILDER, which provides facility condition assessments for NNSA assets

 BUILDER Compares inspection data against known failure curves to predict system wear & identify the optimal time to make critical investments





Infrastructure Data



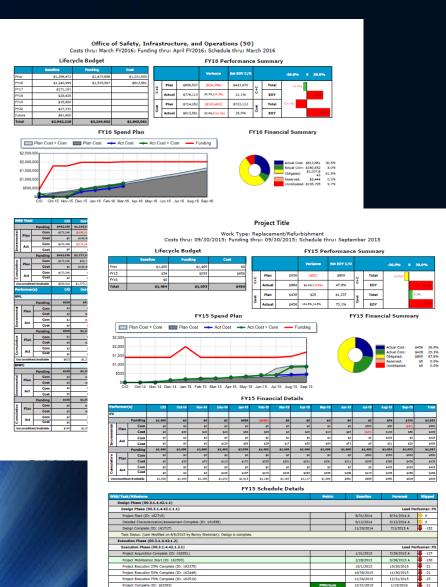
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Scope/Metric Reports

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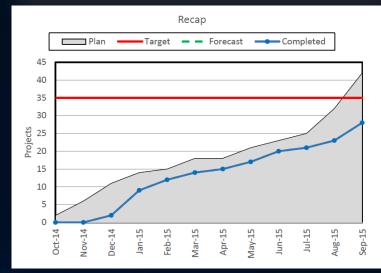
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Task Status: (Last Modified on 10/7/2015 by Benny Steinman): Mobilization of the construction contractor was delayed due to Con obtain electrical lock outs during the Metal Trades Council strike.

Project Closeout (ID: 162172

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G2 Program Management System

- The "National Nuclear Security Administration (NNSA) Program Management Information System, Generation 2" is a custom-developed system to integrate & highlight data at the Enterprise/Program level
- Manages over \$2B annually
- Currently ~900 users, tracks ~19,000 actions per month
- Electronic change control, business rules & automatic notifications
- Encrypted access control, internal permissions & failover/backup/recovery
- Enterprise Risk Management questions & formulas for prioritizing projects
- Agile development with new features released every 8 weeks
- Project Management Institute (PMI) Award
- Association for Enterprise Information's (AFEI) Excellence in Enterprise Information Award





Program Management Improvement Team (PMIT)

• Purpose

 Enhance program, portfolio & project performance by sharing best practices for planning, executing & controlling scope, schedule, costs, risks & opportunities

Process

- PMIT comprised of private industry experts
- Share leading-edge practices between sites & from industry
- Recognition for best practices
- No-fault, non-attribution, safe forum for discussion; no rating of performance
- Quarterly meetings for 2-3 days

Final Thoughts

- Agile techniques can be applied outside of IT development find what works for you
- Failure is always a possibility you have to learn to walk the walk & take risks
- Passion drives success –work on something you care about & surround yourself with similarly motivated team members

Don't let Perfect be the enemy of Good – something is better than nothing