

Metrics reported to HQ via the LOCAS Portal for NNSA

(April 17, 2009 Status Update)
presentation to the EFCOG/CAWG
May 6, 2009

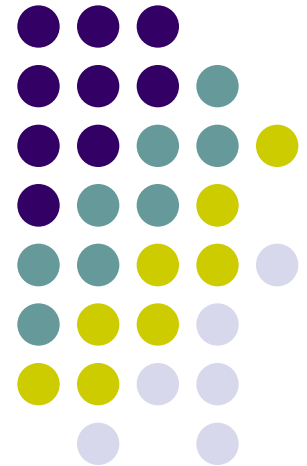


Roland B. Knapp

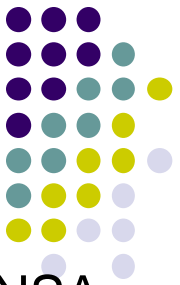
CAWG Chair

Contractor Assurance Officer

Los Alamos National Laboratory



LOCAS Performance Matrix



- Metrics from across DOE Complex are now available to senior NNSA Managers, Site Offices, and O&M Management Teams through the NNSA Portal
- 5 Performance Categories are populated with metrics:
 - Credible Performance
 - Integrated Management System
 - Effective Resource Management
 - Continuous Improvement
 - Site Office Line Oversight
- Contractors determine metrics, performance ranges, targets, and weighting within each category
- LANL and LASO use existing Dashboard metrics
- In April 2009 NNSA initiated a revision of the Performance Categories – not yet finalized

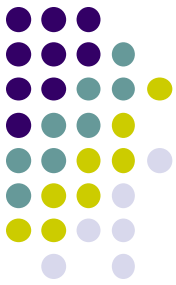
Performance Categories

* Details on the performance metrics can be found in the back-up slides 12-17



Credible Performance	Credible Performance measures the progress toward fulfilling contractor and federal obligations and established commitments
Integrated Management System	Integrated Management System measures the health of the site's operations and business performance and provides sufficient information for continued improvement
Effective Resource Management	Effective Resource Management measures the utilization and cost-effectiveness of contractor and federal resources
Continuous Improvement	Continuous Improvement measures the execution of improvement opportunities in response to information assembled from federal and contractor feedback and improvement cycles
Line Oversight	Line Oversight measures contractor performance through a systematic review of CAS products. Line Oversight also includes Federal oversight processes

LANL LOCAS Performance Matrix

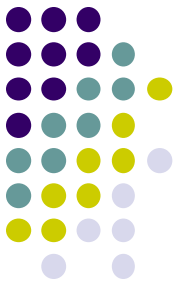


	Credible Performance	Integrated Management System	Effective Resource Management	Continuous Improvement	Line Oversight	Overall
Performance	▼	▼	▶	▼	▲	▲
Goal	100	100	100	100	100	
Green	85 - 100	85 - 100	85 - 100	85 - 100	85 - 100	85 - 100
Yellow	70 - 84.99	70 - 84.99	70 - 84.99	70 - 84.99	70 - 84.99	70 - 84.99
Red	<70	<70	<70	<70	<70	<70
Score	89.6	90.3	88.5	86.1	69.5	87.1
Weight	50	10	20	10	10	100
Value	44.8	9.0	17.7	8.6	7.0	87.1

Note: Numbers on this slide (and on following slides) are taken from LANL Dashboard. LANL and LASO data is from January 2009.

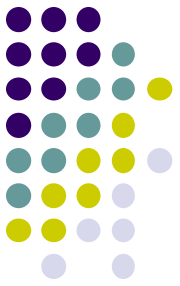
LANL LOCAS Performance Matrix

Credible Performance



	Mission	Science, Technology, and Engineering	PEP Performance	Project Schedule Performance	ESH&Q	Information Security	Security and Safeguards	Emergency Management	Overall
Performance	▲	▶	▼	▲	▼	▼	▼	▶	▼
Goal	100	100	100	100	100	100	100	100	100
Green	85-100	85-100	85-100	85-100	85-100	85-100	85-100	85-100	85-100
Yellow	70 - 84.99	70 - 84.99	70 - 84.99	70 - 84.99	70 - 84.99	70 - 84.99	70 - 84.99	70 - 84.99	70 - 84.99
Red	<70	<70	<70	<70	<70	<70	<70	<70	<70
Score	91.5	93.3	73.8	85.0	85.8	95.6	92.0	97.7	89.6
Weight	25	20	10	10	10	10	10	5	100
Value	22.9	18.7	7.4	8.5	8.6	9.6	9.2	4.9	89.6

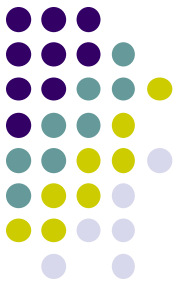
LANL LOCAS Performance Matrix Integrated Management System



	Management Assessment Indicators	Project Management	Issues and Corrective Action Management Indicators	Anticipate Issues	Overall
Performance	▼	▼	▲	▼	▼
Goal	100	100	100	100	100
Green	85-100	85-100	85-100	85-100	85-100
Yellow	70 - 84.99	70 - 84.99	70 - 84.99	70 - 84.99	70 - 84.99
Red	<70	<70	<70	<70	<70
Score	89.0	96.8	98.6	78.5	90.3
Weight	25	25	25	25	100
Value	22.3	24.2	24.7	19.6	90.3

LANL LOCAS Performance Matrix

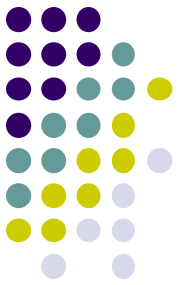
Effective Resource Management



	Human Resources	Financial Management	Lean Six Sigma Cost Savings Performance	Asset Management	Overall
Performance	▼	▲	▶	▲	▶
Goal	100	100	100	100	100
Green	85-100	85-100	85-100	85-100	85-100
Yellow	70 - 84.99	70 - 84.99	70 - 84.99	70 - 84.99	70 - 84.99
Red	<70	<70	<70	<70	<70
Score	79.6	87.4	96.7	97.9	88.5
Weight	30.0	30.0	20.0	20.0	100.0
Value	23.9	26.2	19.3	19.6	88.5

LANL LOCAS Performance Matrix

Continuous Improvement



	Lean Six Sigma Program	Lessons Learned Indicators	Contractor Assurance System Performance Index	Overall
Performance	▶	▼	▼	▼
Goal	100	100	100	100
Green	85-100	85-100	85-100	85-100
Yellow	70 - 84.99	70 - 84.99	70 - 84.99	70 - 84.99
Red	<70	<70	<70	<70
Score	85.2	93.6	82.7	86.1
Weight	25	25	50	100
Value	21.3	23.4	41.4	86.1

Improving the LOCAS Performance Measures



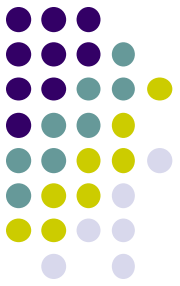
Performance Matrix

- Revised Framework for LOCAS Performance Measures to Reflect Customer and User Needs:
 - Tier 1 Performance Categories
 - Tier 2 Sub-Categories Important to Functional Area Managers (Definition and Weighting)
 - Clear understanding of the types of Tier 3 Metrics from Site Offices and M&O Contractors (Identify Potential Site-Specific Metrics for Each Tier 2 Sub-Category)
- Input on Reporting/Display Format for LOCAS Performance Matrix
- Path Forward and Implementation Schedule

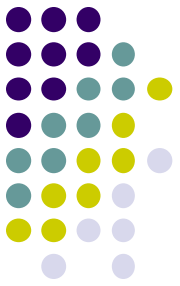
CAS Baseline Implementation Assessment

- Lessons Learned from LANL assessment
- Recommended revisions for upcoming assessments
- Site Office expectations for CAS improvements continue after baseline is established

Backup slides



LANL Metrics for Credible Performance



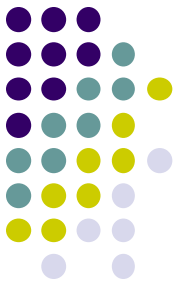
- **Mission** - LANL Mission performance is a weighted indicator that provides the overall status of the Laboratory's Nuclear Weapons (70%) and Threat Reduction (30%) Programs.
- **Science, Technology, and Engineering** - This measure provides an overall indication of the status of Science, Technology, and Engineering metrics. The measure is a weighted indicator of the status of two key mission-enabling critical success factors: ST&E Mission (60%) and ST&E Integration (40%).
- **PEP Performance** - This measure provides a qualitative measurement whether CAS supports improvement in cumulative commitment delivery related to the Performance Evaluation Plan (PEP).
- **Project Schedule Performance** - This measure is an overall weighted indicator that has two components, Current Aggregate SPI for all projects (50%), and the Projected Aggregate SPI for all projects (50%).
- **ESH&Q** - This measure provides an overall, equally weighted indication of the Laboratory's ESH&Q programs and services, including: frequency of ESH&Q-related LANL Events, Safety Performance, Environmental Compliance, Quality Assurance, Integrated Work Management Process, Radiation Protection, and DOE Voluntary Protection Program Implementation.

LANL Metrics for Credible Performance (contd.)



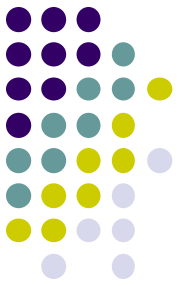
- **Information Security** - This measure provides an overall weighted indication of the status of the Laboratory's Information Security programs and services, including: Information Security Assessments (50%), Information Security Occurrences (20%), Accreditation/Approval (10%), System Integrity (10%), and Diskless Conversion/SVTR (10%).
- **Security and Safeguards** - This measure provides an equally weighted indicator of Security and Safeguards Mission, Risk Reduction Status, and Security Event Reporting and Tracking.
- **Emergency Management** - This is an overall weighted indicator of the Laboratory's emergency management program, including: Wildland Fire Management (20%), Planning: Emergency Planning Hazards Assessments and Status of Hazard Surveys (20%), Preparedness: Emergency Personnel and Exercise Objectives (20%), Readiness Assurance (20%), and Response: Offsite Notifications and Event Categorizations (20%).

LANL Metrics for Integrated Management System



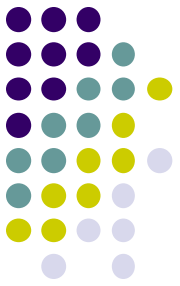
- **Management Assessment Indicators** - This measure provides an overall status of the Laboratory's Management Assessment Program. The measure is a weighted indicator of the following: Management Assessment On Plan (50%), Management Assessment Reports on Time (25%), and Timely Entry of Management Assessment Issues (25%).
- **Project Management** - This metric provides a weighted indication of overall Laboratory Program Management performance, including: FIRP Overall (10%), Project Cost Performance (30%), Project Schedule Performance (10%), Project Milestones (30%), and Project Management Maturity (20%).
- **Issues and Corrective Action Management Indicators** - This measure provides a weighted indication of issues management program status. Sub-measures include Open Action Status (60%) and IRM Acceptance Cycle Time (40%).
- **Anticipate Issues** - This measure provides an overall indication of anticipating issues for the Contractor Assurance System (CAS). Sub-measures are Quality of Red Metric Commentary (30%), Quality of Yellow Metric Commentary (15%), and Anticipate Issues Before Events (55%).

LANL Metrics for Continuous Improvement



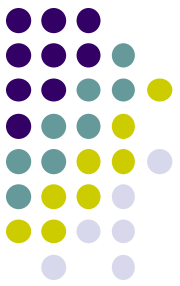
- **Lean Six Sigma Program** - This measure provides a weighted indication of process improvement plan performance in several areas, including: Vehicle Fleet Management, Disposal of Excess Property, Commodity Reuse, Chemical Inventory, and Hydrotesting Costs.
- **Lessons Learned Indicators** - This measure provides an overall indication of lessons learned performance and includes Cautions and Alerts Processing, Archive Inventory Trend, Archive Access, and Lessons Learned Unique Users.
- **Contractor Assurance System Performance Index** - This measure provides an overall indication of the implementation of Contractor Assurance, including Mean Time for Significant Events, Quality of Metric Commentary, On-Time Closure of Corrective Actions, Quality of Corrective Action Effectiveness Evaluations, and Effective Issue Resolution.

LANL Metrics for Effective Resource Management



- **Human Resources** - This measure provides a weighted indication of Laboratory Human Resource Management, including: Performance Based Leadership, Total Compensation, Equal Opportunity and Diversity Performance, Staffing programs and Drug & Alcohol Testing Program. Each sub-measure is given an equal weight, with the exception of Drug & Alcohol Testing Program which is given 4% weight.
- **Financial Management** - This measure provides a weighted indication of Laboratory financial management, including: Accounts Payable, Budget, Financial Management Compliance, General Accounting, and Travel. Each sub-measure is given an equal weight because each measure is equally important to overall success.
- **Lean Six Sigma Cost Savings** - This measure provides an indication of LANL's ability to deliver cost savings from process improvement projects and whether the Lean Six Sigma process is effectively deployed. The measure compares targeted savings from process improvement initiatives versus actual savings.
- **Asset Management** - This measure provides a weighted indication of the Laboratory's asset management program

LASO Metrics for Line Oversight



- **LASO Field Performance** - This measure indicates performance in areas directly relevant to DOE O 226.1. It combines the performance of assessments of LANL conducted by LASO (25%), shadow performance (25%), security observations (25%), and FR Utilization (25%).
- **LASO Internal Issues** - This measure represents LASO's ability to actively manage identification of internal issues through self-assessment and the management of identified issues. Self-Assessment (30%), and LASO Issues Management (70%).
- **Performance Evaluation** - This measure provides an indication of LASO's performance in the timely review and update of entries into the Performance evaluation Plan & Reporting System (PEPRS). Measures that will reflect award term and adequate verification of contractor-provided data may be developed in the future.
- **Training and Qualification** - This measure provides an indication of LASO's performance in providing individuals that are trained and qualified to provide the proper level of oversight for their areas of responsibility.
- **Resources** - This measure provides an indication of LASO's performance in managing the resources available to them. Sub-measures include the staffing level relative to the permitted ceiling and turnover.