

Los Alamos National Laboratory Integrated Project Execution Plan for Contract Transition

**National Nuclear Security Administration
Los Alamos Site Office**

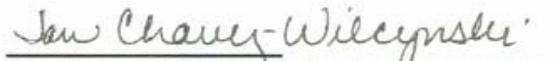
Los Alamos National Security, LLC

**University of California
Los Alamos National Laboratory**


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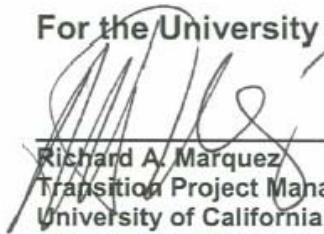
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I. Introduction and Background

The transition of the Los Alamos National Laboratory (LANL) from a single source contract¹ to a competitively awarded performance-based contract is underway. The NNSA Los Alamos Site Office (LASO), University of California (UC) Los Alamos National Laboratory (incumbent contractor), and Los Alamos National Security, LLC (LANS), are executing transition activities in accordance with each party's transition management plan. The purpose of transition is to complete critical activities that will allow LANS to assume full accountability and responsibility for managing the Los Alamos National Laboratory on June 1, 2006, while ensuring that work continues uninterrupted and deliverables are achieved, in a safe, secure, and environmentally conscientious manner, during the transition period (December 21, 2005 through May 31, 2006).

In order to achieve transition goals the Los Alamos Transition Teams (NNSA, LANS, and UC-LANL) must:

- Develop and maintain Transition Project Management Plans, Work Breakdown Structures, Baselines, and formal change control processes
- Develop and maintain a Joint Communication Plan for Transition
- Develop and maintain Risk Management Plans or Trend Plans to track risks
- Develop and track formal Transition Schedules
- Develop and track formal Transition Issues (or Actions) through scheduling software or databases, including associated records management
- Ensure communications between the parties are timely, factual, appropriate, and informative regarding the transition.

The purpose of this document is to describe how activities of the three parties integrate with one another and serves as the "Joint LASO/Contractor Contract Transition Plan" referred to in LASO's original Project Management Plan. This document will:

- Describe the management themes of each party during contract transition;
- Describe how the integration of scope, schedule, processes, and products during transition is occurring;
- Describe the Federal oversight process during transition;
- Describe responsibilities during execution of contract transition; and
- Describe transition communications, reporting, and validation in meeting transition goals.

The common goal envisioned by the three parties is a smooth transition which causes minimal disruption to the workforce managing and operating the Los Alamos National Laboratory. Primarily, the new contractor would be able to assume responsibility on June 1, 2006, with the necessary workforce to fulfill or exceed all requirements within the new M&O contract for Los Alamos National Laboratory. The plan to meet this goal is documented in the individual Transition Project Management Plans developed by NNSA LASO, the incumbent contractor, and LANS. Prior to contract award, LASO and the incumbent contractor separately² developed what

¹ The LANL Contract with the University of California was originally awarded in 1943.

² Because UC was participating in the contract transition, and transition planning was point scored in the contract competition, LASO and LANL UC were precluded from discussions of transition until after December 21, 2005.

was best envisioned for the transition process from a functional perspective, from information obtained from current Laboratory Operations, recent contract transitions within the DOE/NNSA complex, and requirements contained in the new contract for managing and operating Los Alamos National Laboratory.

Following the contract award of December 21, 2005, contract transition leadership teams from LASO, UC-LANL, and LANS established a forum in which transition activities would be managed and discussed, and LANS mobilized their key transition personnel responsible for transition activities. Some key communication mechanisms and agreements were established early in the transition process and included: Plan-of-the-Day meetings, Plan-of-the-Week meetings, a Zipper Plan (described below), Rules of Engagement agreed upon by all three parties, a Tri-Party Communication Plan, and individual Web sites for transition activities. These communication tools and processes, combined with the individual Transition Project Management Plans, formed the foundation by which the contract transition efforts are being executed.

Each party named a Transition Project Manager who has authority to speak on behalf of their organization, and each Project Manager has a Deputy who can act on behalf of the Project Manager. These Project Managers and their Deputies formed the official Integrated Executive Transition Team on January 4, 2006.

Plan-of-the-Day meetings of the Integrated Executive Transition Team began on January 17, 2006. These meetings are an effective tool used to communicate and document actions, to describe daily high level actions being taken by each transition team, and flesh out solutions to any problems or issues blocking, or potentially blocking, progress. UC-LANL developed and provides updates to a “Zipper Plan,” which documents the Work Breakdown Structure (WBS) elements for each transition party, and the associated points-of-contact, email addresses, and phone numbers for personnel responsible for the WBS elements. The Zipper Plan is updated as appropriate on a weekly basis. On January 18, 2006, the transition management team began conducting Plan-of-the-Week meetings to focus on contract transition baseline status. In these meetings, baseline performance and any variances to plans are discussed. Lastly, to ensure the highest levels of attention on transition progress, the Administrator of the National Nuclear Security Administration, the UC-LANL Director, and the LANS President and Designated Laboratory Director hold weekly conference calls to discuss progress and issues relative to the transition. These calls began on February 2, 2006, and will continue through the end of transition. These forms of communication are viewed as key to the successful execution and completion of the contract transition. Transition activities are posted on each entity’s respective websites, with links to one another. Data on each website is continuously reviewed to ensure consistency between websites. The website addresses are:

<http://www.lanl.gov/orgs/transition/>

<http://lansllc.com/index.html> and <http://lansllc.com/ETN.html>

<http://www.doeal.gov/laso/ContractTransition/default.html>

II. Management Themes

As mentioned earlier, prior to contract award the incumbent contractor and NNSA LASO prepared separate draft contract transition Project Management Plans. LANS provided their contract transition Project Management Plan as submitted with their scored proposal, and then updated it to reflect “fact-of-life” changes and new transition start date (1 December vs. 21 December). The LANS updated plan Rev. 0, was provided to LASO on January 20, 2006. Once contract transition management teams began to engage, the common goal to work in unity, integrating efforts to the extent possible, and completing development of transition management plans and communication protocol, the implementation of transition activities began. All transition management parties agreed to utilize the transition schedule provided by LANS, with the exception of some UC-LANL contract closeout activities which address termination activities of the current UC/NNSA contract. The incumbent contractor’s transition activities and schedule were modified to support meeting the LANS transition schedule milestones.

The management themes and activities are listed below and describe some key factors in the management and implementation of transition:

- Each party identified and assigned responsible transition management leads, personnel/teams to implement, validate, and close transition activities.
- Functional Work Breakdown Structures were created by each party.
- WBS Dictionaries were created by LANS and UC-LANL to account for transition work execution and expenditures.
- The transition schedule developed by UC-LANL focused on predecessor and successor activities leading up to transition milestones reflected in the LANS schedule.
- UC-LANL operations during transition maintained continuance of critical mission work, research, and safety of the workforce and the public as well as environmental compliance. In order to provide maximum support to this effort and to transition, the Administrator of the NNSA requested that external audits and reviews from Headquarters be limited to a critical few.
- Rules of engagement were established to provide guidance and protocol for transition, and establish basic ground rules as the transition activities were implemented.
- Transition activities and documents critical to the entire transition effort were established early, an example is the joint communication plan to address worker, public, media and other political interests/inquiries during transition.

III. Integration of Transition Activities

This section describes the integration of the transition baselines, the various processes used to execute the baselines, change control processes, and products produced during contract transition. It was originally envisioned that a single contract transition baseline would be used to manage the transition effort. The LANS Transition Plan came from the proposal that was scored for the contract competition, and therefore was isolated by procurement rules in advance from both LASO and UC-LANL Transition Plan development. As mentioned earlier, LANS developed and entered into the contract with a plan for transition that was similar to other transition actions recently conducted by corporate members within LANS, LLC. This included a Project Management Plan, Work Breakdown Structure (WBS), and a scope, schedule and cost baseline of transition activities. LASO's transition project was documented in the Transition Project Management Plan with functional activities and processes outlined. The incumbent contractor's transition baseline was adapted to meet both the LANS transition schedule and conduct UC contract closeout activities.

LASO's transition management plan (Appendix G) identifies critical activities (Priority "A") that must be addressed or completed prior to the end of the transition period, and which will be specifically tracked and closure validated by Federal staff. LASO and UC-LANL have developed a Priority A activity list (Appendix H), that accounts for the priority A schedule of activities. This schedule coincides with the milestones and processes being addressed by all transition parties. LASO and UC-LANL determined that the Primavera scheduling system in use by UC-LANL would provide the mechanism to document and track the priority "A" activities. NE-Idaho Operations Office provided a Transition Activity Database (TAD) to LASO that was utilized for their past contract transition. This database was adapted for use by LANL and LASO to track critical activities. TAD directly links to the scheduling software (Primavera) and allows LASO to monitor progress in meeting the Priority "A" milestones. The definition of Priority "A" critical activities is as follows:

Priority "A" (Critical) -- These are activities that *must* be addressed or completed prior to the end of the transition period (May 31, 2006) or LANS will not be able to assume the management responsibilities specified in the contract. Priority A Activities may have a substantial adverse or beneficial effect on contract transition, or on continuity of operations during and immediately following the new contractor team's assumption of contractual responsibilities. Priority A, or Critical Activities will fall into one of these categories:

1. Critical to human health, safety, or protection of the environment
2. Critical to meeting all compliance agreements and regulatory commitments
3. Critical to fulfilling legislative requirements of NNSA or its contractors
4. Critical to fulfill contract terms and conditions
5. Critical to ensuring continuity of operations or programs, including:
 - a. Meeting DOE-Headquarters (HQ) or congressional milestones,
 - b. Meeting external commitments (i.e., commitments to tribes, universities, Work for Others Agreements, stakeholders, etc.),

- c. Meeting milestones or commitments identified in the Secretary's Performance Agreement with the President,
 - d. Maintaining the science and technological competencies of the national laboratory.
6. Critical to mitigate substantial risk of liability to NNSA or the contractors.
 7. Critical to meeting programmatic goals, objectives and milestones.

LASO Primary Team Members, working with their respective counterparts, are responsible for ensuring completion of all Activities in their respective Functional Areas, and Closure Validation Authorities are responsible for formally closing all critical Activities within their respective Functional area. The formal closure process is described in "LASO Transition Project: Transition Activity Management Process." Priority A activities are identified in the Primavera software system maintained by UC-LANL.

LASO functional area leads are responsible for interfacing with both LANS and UC-LANL counterparts to participate in transition activities that will ensure critical activities are being addressed and information is made available to understand and document the transition processes that are occurring.

The two transition baselines, (LANS/UC-LANL), are being used to manage the transition process. LASO's critical functional activities are integrated within the UC-LANL baseline and are being addressed as the LANS transition processes are occurring. Some critical activities do fall under the contract closeout area and are predominately being addressed by UC-LANL closeout management leads. LANS provides a weekly transition status report that is earned value based and covers the 913 total transition activities contained in the LANS baseline. UC-LANL also provides a weekly transition and closeout status update that is activity based and covers the 707 total transition activities contained in the UC-LANL baseline. Both baselines are maintained using documented transition change control processes and procedures. Members of the Integrated Executive Transition team discuss baseline status and integration needs of each party in order to maintain schedule.

IV. Scope of Transition Activities

A. General Scope Statement

The scope of this Transition Project is to identify, document, assign responsibility for and implement the activities necessary for the successful transition of work scope, management systems, assets, property, legal responsibilities and liabilities, and general site management responsibilities and authorities from the incumbent Management and Operating (M&O) contractor to the new NNSA contract awarded to LANS. These requirements are documented in the Transition Management Plans and Procedures of each transition management team.

B. Work Scope/General Responsibility Descriptions

LASO Team

The LASO transition functional work breakdown structure is shown as Figure 3 in the LASO Transition Management Plan. The functional area responsibility matrix showing primary leads, alternates, and closure validation authorities is contained in Appendix B of the LASO Transition Management Plan. Functional leads are responsible for executing the scope of work identified above, providing the required deliverables and executing the Federal oversight functions described in Section V – Oversight During Transition.

LASO Team Members responsibilities include working with their contractor counterparts (both incumbent and new) to identify the activities necessary, identify who is responsible for each Activity, determine when each activity needs to be completed, and work toward achieving closure, validation and verification of Priority “A” activities. LASO Team Members also perform operational oversight to ensure that appropriate integration occurs between new and incumbent contractors during transition planning and execution. While the LASO Team Members may not be directly responsible for conducting the identified activities, there will be uniquely federal activities, which must be accomplished addressing the Priority A activities. Some LASO team members may be directly responsible for that accomplishment, and others may be responsible for seeing that other appropriate Federal personnel take the necessary action such as working with the Contracting Officer for approval of contract deliverables or direction.

LASO team members are actively engaged with the transition activity process outlined in the transition schedule maintained by LANS and UC-LANL. Activities include participation in facility walk-downs, meetings and briefings held with new organizational elements, and review of existing processes and procedures through the LANS blue sheet review process. LASO team members will participate in the transition readiness reviews conducted by the functional transition leads.

As outlined in the previous section and in more detail in the LASO Transition Management Plan, Closure Validation Authorities (CVA) are the members of LASO management who will be responsible for ensuring that all Critical Activities within their

Functional Areas have been addressed. CVA's will need to work with the Primary Team Member in their Functional Area and the Team Lead to identify closure criteria for those Critical Activities. The signature of the CVA on the closure documentation will indicate satisfactory closure of the Critical 'A' activities to the Project Executive.

UC-LANL Team

LANL Team Members responsibilities include working with counterparts (both LASO and LANS) to identify and clarify the transition activities necessary, identify who is responsible for ensuring the activities are completed, determine when each activity needs to be completed, and work toward achieving closure of activities to maintain the transition baseline schedule. Additional responsibilities include: managing the Activity Database and Priority 'A' activities in support of the LASO Transition Plan, supporting transition activities as the LANS transition processes occurs, and managing the contract closeout activities. Other duties of transition personnel are described in the UC-LANL Transition Management Plan, Rev.1 – Appendix F. Key personnel are responsible for providing the support to LANS as transition activities are executed within their functional areas. The Zipper Plan identifies the key contacts relative to the work break-down structure elements during transition. Executive Transition Team members from UC-LANL attend the plan-of-the-day and plan-of-the-week meetings representing UC management through transition.

LANS Team

The LANS transition team follows the general three-category process outlined in the LANS transition plan. The first phase of work scope included the functional activities in the category of "People." This includes formalizing the personnel benefits, pay, and pension plans covering all future employees under the LANS contract. Personnel mapping was the next step in the category of "people," in which all current LANL personnel were mapped to the LANS organizational structure proposed for June 1, 2006. Job offers were sent to all existing LANL personnel beginning on March 15, 2006. The second phase of LANS transition focuses on "Places." The transition activities for places include facility walk-downs, facility briefings, and condition surveys and reports. The facility phase covers the primary due diligence efforts outlined in the LANS transition, and focuses on operations and environment, safety and health concerns in the work place. The third phase in the LANS transition includes activities that account for "Processes." Processes and procedures currently in use at LANL will go through a LANS review cycle called the "blue sheet process." LANS will conduct this process in accordance with the LANS blue sheet review procedure – Transition Manager Memorandum [TMM 09.1]. Procedures and/or process may either fully adopted, rejected, or accepted with intent to modify in the future based on the critical need of the governing processes or procedures reviewed. Additional details of the LANS transition effort is documented in the LANS Transition Plan – Appendix E.

Figure 1 illustrates the roles, responsibilities, and general scope of the 3 parties in the transition process.

Common Goal:
 Accomplish contract transition in a manner that assures the successful, cost effective movement of work scope, management systems, assets, property, legal responsibilities and liabilities, employee retention, benefits and salary information and general site management responsibilities and authorities to LANS by June 1, 2006.

FIGURE 1.

LASO

- Assures smooth transition with transfer of mission and operations accomplished safely
- Confirms new contractor aware/knowledgeable of state of facilities, programs, organizations, issues, and liabilities
- Confirms new contractor accepts/signs environmental permits, litigation, other agreements
- Assures corrective actions transfer

By performing bullets 2 through 4, LASO helps protect the government from LANS claims due to pre-existing conditions/unknowns "that should have been known." This alleviates impact to contractor commitments. LASO may accompany LANS on walk downs of systems & facilities. For nuclear safety, Facility Reps and Security representatives should accompany on LANS walk downs.

<p>LANL UC</p> <p>Assures that ongoing deliverables continue through May 31, 2006.</p> <p>People Provides full information on People to LANS for Pay/Benefits Determinations and Offer Letters Processes clearances of new LANS staff Terminate employees from LANL UC payroll</p> <p>Processes Describes fully and provides documentation to LANS</p> <p>Places Provide briefings, allow LANS to observe and assess conditions for ES&H and Operations; identify issues; prepare for transfer to LANS, support facility walkdowns.</p> <p>Systems Describe Systems: Describes fully and provides documentation on systems. Identify issues. Prepares for transfer to LANS: <ul style="list-style-type: none"> • Enterprise Project, Procurement, Human Resources, Information Technology, Issues Tracking and Management, and Internal Audit • Prepares closing Financial Statements and Uncosted Balances for transfer • Provides listing of all Subcontracts • Conducts full property and SNM inventories • Conducting all IT system changes </p> <p>Programs Describes fully and provides documentation and full disclosure of issues: <ul style="list-style-type: none"> • Mission • Environmental Management • Work for Others • Tech Transfer </p> <p>Operations/ Business Describes fully and provides documentation and full disclosure of issues. Prepares all corrective actions and plans, permits and agreements for transfer to LANS. <ul style="list-style-type: none"> • Environment, Safety and Health, Property, financial budget • Security, government relations, public affairs • Quality, HR processes, procurement • Safety and Health: Radiological Protection, Fire Protection, Electrical Safety, Criticality Safety • Emergency Operations • ORPS • PAAA • Safety Authorization Basis </p> <p>Institutional Legal – provide listing of all pending litigation Training Contractor Assurance</p> <p>Contract Produce/provide contract deliverables to LASO as required by contract during transition. Proceed with contract closeout.</p>	<p>LANS</p> <p>Assures transition proceeds without disruption to existing work.</p> <p>People Pay/Benefits Plan Development Mapping, Offers Clearances of new LANS staff Articulate vision to new workforce; build team R²A²</p> <p>Processes Outlined, accepted, or accepted with modification Training of staff to new procedures/processes</p> <p>Places <u>Due diligence:</u> get briefed, observe, and assess conditions ES&H, Facility Walk-downs Operations</p> <p>Systems <u>Accept, Alter, Reject</u> <ul style="list-style-type: none"> ▪ Business Systems: Enterprise Project, Procurement, Human Resources, Information Technology, Audit, ▪ Financial Statements, Uncosted Balances ▪ Subcontracts ▪ Issues Tracking and Management <u>Obtain Access to:</u> <ul style="list-style-type: none"> ▪ ORPS reporting system ▪ PAAA reporting <u>Due Diligence:</u> <ul style="list-style-type: none"> ▪ Property inventory ▪ SNM inventory ▪ Enterprise Project ▪ Procurement subcontracts </p> <p>Programs <u>Due Diligence:</u> Mission, including Quality Assurance Environmental Management Work for Others Tech Transfer</p> <p>Operations Apply or transfer all permits and agreements <u>Due Diligence:</u> Environmental Compliance Safety and Health Compliance Security Quality Safety and Health: Radiological Protection, Fire Protection, Electrical Safety, Criticality Safety Emergency Operations PAAA Safety Authorization Basis</p> <p>Institutional Legal – review and accept pending litigation Training Contractor Assurance</p> <p>Contract Produce/provide contract deliverables to LASO as required by contract during transition</p>
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C. Other Deliverables

In accordance with the NNSA LASO Transition Management Plan, LASO Primary Team Leads will prepare a *Contract Transition Evaluation Report*, which is a formal, documented evaluation report to evaluate transition performance and intended to be submitted within 90 days after completion of the final transition (as identified in the Contract Transition Plan and assumed to be September 1, 2006). The scope of this report is identified in Section VI. B.– Project Closeout and Evaluation Process.

Additionally, lessons learned will be gathered from UC-LANL and LANS on this contract transition. This information will be documented and will provide useful information that can be utilized in future DOE-NNSA/contractor transitions.

V. Oversight During Transition

Transition Activity Oversight (NNSA only)

The NNSA LASO oversight of transition activities will conform to the responsibilities identified in the NNSA LASO Transition Project Management Plan. In addition, LASO transition management and functional area leads will follow the protocol outlined in the transition “Rules of Engagement.” Oversight will primarily consist of NNSA LASO Team Members participating with their UC-LANL and LANS counterparts, identified within the Zipper Plan, in briefings, meetings, facility walk-downs, procedure/blue sheet process, and transition readiness reviews. LASO team members will ensure that Priority A activities are addressed in order to propose closure to the Closure Validation Authorities identified for each functional area. In accordance with the Transition Management Plan, LASO functional leads are expected to inform the LASO Team Lead/Management of any performance issues in working with their contractor counterparts that may impede or adversely impact the conduct of transition, and to support the Team Lead’s evaluation of contractor performance of scope established in the incumbent contractor’s incentive clause. Performance issues are discussed at the weekly LASO transition team meetings and recorded in the meeting minutes. Team Members will also provide regular status information regarding the progress and completion of their assigned activities (and Tasks, where applicable) to the LASO Transition Team Lead, during the weekly transition team meetings at LASO.

In conducting activities associated with Contract Clause 1-131, Pre-existing Conditions, LANS is conducting facility walk-downs, and program, project and procedure reviews. LASO may participate in these reviews in order to address LASO Priority A activities, and a list of pre-existing conditions will be provided to NNSA in accordance with contract requirements.

VI. Project Closeout and Evaluation Process

A. Transition Readiness Management Assessment:

During the week of May 15-19, 2006, LANS Associate Directors will make formal presentations to LANS transition management and incoming senior leadership on the completion of activities in their respective work breakdown structure areas, including a review pre-existing conditions and any outstanding issues. They will complete a Readiness Report and contact the responsible LASO functional counterpart(s) and discuss the results on the LANS Readiness Review Process.

After the LANS leadership review, the LANS Board of Governors will be briefed and will review, question and ratify the process for transition completion, and make a determination on LANS readiness to assume management and operations at the Laboratory. LANS will then brief LASO on completion of their activities on or about May 24, 2006, and provide a list of pre-existing conditions. LASO will prepare its own assessment of transition readiness, and a letter from the LANS Director to the LASO Manager/Contracting Officer will be developed for approval.

NNSA LASO

Prior to the completion of Transition, LASO will conduct a management assessment to ensure the LASO Transition Team members have completed, or are on track to complete, all activities necessary to ensure the new contractors are prepared to assume management of their respective work scopes and responsibilities.

Any corrective actions identified in the assessment will be prioritized and managed within the activities system. If, during the review, any Critical Activities are found to be in need of completion or corrective action, the LASO Transition Project Manager will work with the Project Executive, the appropriate contractor Team leads, and any LASO Primary Team Members necessary to develop an appropriate resolution. Any additional activities or Tasks that are developed from that resolution will be managed within the Transition Activity Management process. LASO will assure that non-Priority A activities that cannot be closed out by June 1 will be transferred to the LANL issues management system for tracking and later closeout as appropriate.

UC-LANL/LANS

The Transition Readiness Review process will be implemented to ensure that LANS has demonstrated the completion of necessary and sufficient transition activities demonstrating a thorough enough knowledge of people, processes, procedures and facilities to assume full responsibility for LANL on June 1, 2006. In accordance with the LANS Transition Plan, LANS will use a formal process to document and report the status of key activities and milestones for each task. The task managers will prepare a formal readiness document that summarizes the work accomplished, presents results, describe

task status relative to milestones, and lists significant issues. The transition management team will then conduct a series of Transition Readiness Reviews to ensure readiness. UC-LANL personnel provide the base of knowledge to support the transitions activities leading up to the Transition Readiness Reviews (TRRs). UC-LANL will be responsible for closeout of any punch list items by June 1, 2006, resulting from the readiness review process. The TRRs will be conducted in accordance with LANS [TMM-11.1], "Transition Readiness Reviews." The reviews will follow a formal outline, by WBS element, to address: (1) activities and milestones completed, (2) open transition schedule items, (3) current status, including a positive statement of readiness to assume the contract, and (4) significant observations (positive and negative).

B. LASO Evaluation of Transition

It is important for this team and future transition teams that NNSA understand how well this transition was planned and conducted, and where future transition teams may learn from this experience to improve their contract transition planning and implementation. As an integral part of the quality cycle, the LASO Transition Team will conduct an evaluation of the transition planning and implementation process following completion of the final transition. In addition, a Lessons Learned Report will be issued for future NNSA contract transitions.

The LASO Team will evaluate the Transition against the established objectives for the Transition, using criteria for success as follows:

1. Ensure new contractors are ready to assume their responsibilities on the date of contract activation.
 - a. The Transition Readiness Review concluded that the new contractor team is ready to assume their contractual responsibilities.
 - b. All scheduled briefings and tours for the new contractor personnel were completed as scheduled and as described in the Transition Communication Plan.
2. Minimize disruption to the workforce and to site operations.
 - a. Affected incumbent contractor and LASO employees and management were briefed promptly and frequently as established in the Transition Communication Plan, with consistent information about transition activities, issues, and status.
 - b. The incumbent contractor and the new contractor team maintained a rigorous and effective ES&H and security program during Transition that includes uninterrupted implementation of Integrated Safety Management and Integrated Safeguards and Security Management.
 - c. Site operations continued without missing any regulatory, legal, legislative, or HQ milestones or requirements within budgetary limits during this period.
 - d. The new contractor team worked aggressively to communicate with the contractor workforce.

3. Clarify responsibilities and expectations of the LASO and contractor transition teams.
 - a. All Transition teams documented the responsibilities and expectations of their transition team members, and communicated this information to each other.
 - b. All Transition teams identified a team member responsible for each Transition Activity.
4. Establish a framework for coordination and cooperation between the transition teams.
 - a. All Transition teams established an interface strategy to guide communication and coordination of Transition planning.
 - b. All Transition teams used a common set of procedures where possible to manage transition planning and implementation.
5. Minimize transition costs.
 - a. All Transition teams conducted the planning and implementation of Transition within their allotted budgets.
6. Ensure complete staff work.
 - a. All Critical Activities were completed as scheduled.
 - b. All other Transition Activities and Tasks were completed as scheduled, or are scheduled and assigned for completion following Transition, as appropriate.
7. Establish and maintain effective communication between all transition teams.
 - a. All Transition teams identified discrete points of contacts for all Functional Areas of transition, and communicated those points of contacts to each other.
 - b. The Transition teams met regularly and coordinated planning with each other.
 - c. LASO was proactively engaged in the transition, and kept Headquarters informed of transition planning, progress, and issues on a frequent basis.
 - d. Maintain documentation of formal and informal actions.
8. Provide early warning of significant issues that may adversely affect the transition.
 - a. Significant issues were consistently identified to the appropriate team members or management personnel early enough to allow resolution without affecting the transition schedule.
9. Ensure the transitions are conducted consistent with selected contractors approved transition plans.
 - a. Critical Activities were identified in the approved contractor transition plans.
 - b. Any changes in scope to the approved transition plans were appropriately reviewed and approved utilizing the appropriate change control process and where appropriate, by the respective Contracting Officer.

Appendice

