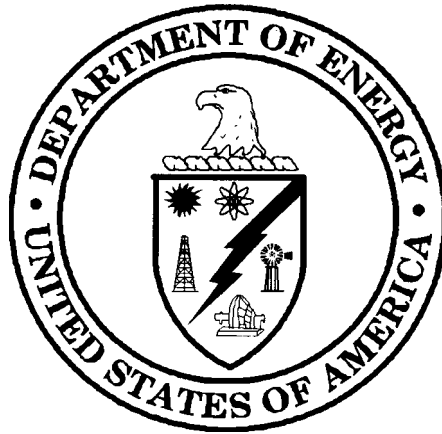


# Los Alamos Site Office Transition Project: Transition Activity Management Process



U.S. Department of Energy  
National Nuclear Security Administration  
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## I. Introduction

The transition of the Los Alamos National Laboratory (LANL) from a single source contract<sup>1</sup> to a competitively awarded performance-based contract will require careful and comprehensive planning, communications, and management. The type, number, degree, and complexity of issues and activities that may arise during contract transition require systematic and focused attention. There must be a consistent approach for determining what constitutes a critical activity, consistent control over changes to identified activities, and consistent understanding between the three Transition Teams regarding what activities must occur at what time. The National Nuclear Security Administration, Los Alamos Site Office (LASO), is utilizing a database created by Department of Energy, Office of Nuclear Energy-Idaho Operations Office (NE-ID) to identify and coordinate these transition activities. The Transition Activities Database (TAD) and this set of procedures for managing it will provide the necessary consistency and control. In addition to the database, a software scheduling tool will be utilized to track critical path activities.

The Transition Activities Database is accessed via the Transition Project Web Site, access to which is limited to members of the LASO<sup>2</sup> and contractor Transition Teams. The database and this management process will be used to coordinate transition planning and execution from the time the contract is awarded until shortly after the transition period expires. There may be a need to maintain the database for several months after transition in order to allow completion of important transition activities, but it is not anticipated that the database will remain open for use past the end of fiscal year 2006. If transition activities remain to be completed past that time, they will be extracted from the database and incorporated into appropriate organizational planning documents, and responsibility for their completion will be transferred from the Transition Teams to that organization.

Transition activities will be identified in a hierarchy, as illustrated in Figure 1. The Los Alamos National Security (LANS) Transition Team Functional Breakdown Structure (FBS) will be the integrating structure for the incumbent contractor and LASO. The WBS crosswalk is identified in the Zipper Plan (which can be found in the Integrated Project Execution Plan).

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<sup>1</sup> The LANL Contract with the University of California was originally awarded in 1943.

<sup>2</sup> LASO Transition Team encompasses employees from LASO, the Albuquerque Service Center, and DOE Headquarters.

## II. Definitions

*Activity* – an action that must be completed to support satisfactory completion and closure of a higher level and broader transition *Issue*. Generally, several Activities are necessary to satisfy the completion of a single Issue, and there may be several *Tasks* necessary to complete an Activity (see Figure 1: Hierarchy of Actions in Transition Planning). Each *Activity* will be assigned into one of three prioritization categories 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 the new contractor team will not be able to assume the management responsibilities specified in the resulting contracts. 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.

*Priority “B” (Important)* – These are Activities that should be addressed or completed prior to the completion of transition, or significant programmatic impacts will occur. Transition *can* occur without completion of Priority B Activities, but failure to complete these Activities within the scheduled time period will significantly hinder the new contractors’ ability to continue operations.

*Priority “C” (Best Management Practices)* – These are Activities that should be addressed or completed in the first year of the new contract periods in order to maximize the success of the new contractors.

*Activity Lead* - the contractor and LASO personnel responsible for ensuring the completion of an Activity. An Activity Lead will be an identified member of a Transition Team. Activities identified in the database will have an LASO Activity Lead and one or more contractor Activity Leads.

*Closure* - the process by which the Transition teams reach formal agreement that all Activities within an Issue have been completed satisfactorily. LASO Primary Team Members 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.

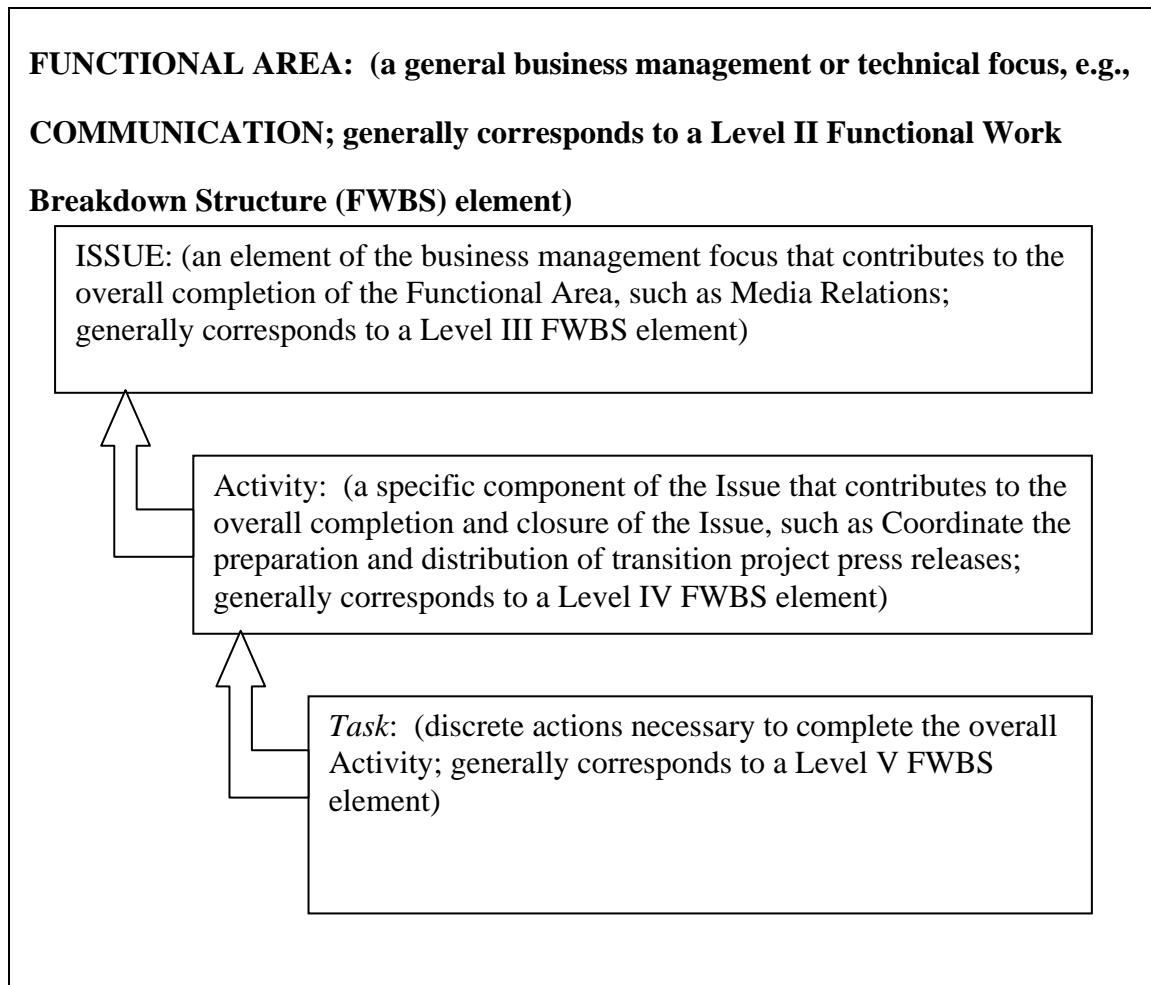
*Crosslinked Activity* - an Activity that provides a product or information necessary to begin or complete another Activity. The Activity generating the product or information is the *predecessor* Activity; the Activity receiving the product or information is the *successor* Activity. A single crosslinked Activity may support multiple Activities, including those in other Issues or Functional Areas. Activities crosslinked between Functional Areas and Issues require integrated planning between all affected Issue and Activity Leads to identify the responsibilities and outcomes of each part of the crosslinked Activity. Crosslinked Activities will be identified in the database as such.

*Functional Area* - A high-level component of the Transition Plan that identifies a primary business and program management responsibility. Functional Areas correspond to the WBS Level II elements. All Functional Areas must be addressed to enable transition. Generally, a Functional Area consists of one or more related *Issues* (see [Figure 1: Hierarchy of Actions in Transition Planning](#)).

*Issue* - a component of an overall Transition *Functional Area* that must be completed to ensure transition occurs (see [Figure 1: Hierarchy of Actions in Transition Planning](#)). Issues correspond to the WBS Level III elements. Generally, Issues consist of several more detailed *Activities*, all of which must be completed and closed to ensure closure of the Issue.

*Issue Lead*- the member of a Transition Team who is responsible to ensure the completion of an Issue. Activities identified in the database will have an LASO Issue Lead and one or more contractor Issue Leads. All Issue Leads will be identified members of a Transition Team.

*Task* - individual and detailed actions that must be completed to support satisfactory completion of a higher-order *Activity* (see [Figure 1: Hierarchy of Actions in Transition Planning](#)). Tasks correspond to the Level V WBS element. Generally, there are several Tasks associated with completing a single Activity.



**Figure 1: Hierarchy of Actions in Transition Planning.**

*Task Lead* - the contractor personnel responsible for completing a Transition Task. Tasks identified in the database will have one or more contractor personnel assigned to complete the Task. Task Leads may be members of a contractor Transition Team or may be general contractor staff.

### III. Applicability

This transition activities management process applies to the LASO and the incumbent contractor Transition Team members. The new contractor opted not to use the Transition Activities Database (in accordance with this process) to coordinate their transition activities with those of the incumbents. In addition to the database, a software scheduling tool will be utilized to track critical path activities. Since the new contractor chose not to use this database and scheduling software, the LASO Transition Team members will serve as the integrating agents to make sure the close coordination of transition actions and schedules between new and incumbent contractors takes place. The terms “new contractor” and “new contractor team” refer to Los Alamos National Security (LANS).

### IV. Transition Activity Management

#### A. Access and Rights to the Transition Activity Database (TAD)

All Primary, Alternates, and Closure Validation Authorities will have access to the TAD. The TAD is a database that tracks Priority A Activities. Only LASO Closure Validation Authorities (CVA) may approve the closure of Priority A Activities. They will have access to enter, provide comments, and mark as complete the Priority A Activities within their assigned Functional Area.

#### B. Transition Activity Creation, Editing, Statusing, and Closure

##### *1. Creating database records*

During transition planning, the LASO and contractor Team Leads will jointly identify the Priority A Activities for entry into the LANL Primavera Schedule. Once the Activity has been loaded into the schedule, it is then uploaded into the TAD. The upload happens automatically every evening. It is then the responsibility of the Primary and Alternates to verify that the Activity is shown correctly in the TAD. The database record creation process is illustrated in [Figure 2](#).

##### *2. Revising approved database records*

Once a Priority A Activity has been approved in the TAD, all changes will have to be worked within LASO and contractor team leads. The LASO Transition Team Lead will then approve or disapprove the revision. If approved, the change is sent to the incumbent contractor for inclusion into the Primavera schedule and then the TAD. The revision process is shown in [Figure 3](#).

##### *3. Statusing*

Each week, the LASO Primary and Alternates will provide a status on all Activities within their Functional Areas. Emphasis is placed on Priority A Activities.

#### 4. Closing Activities

Primary and Alternates will be responsible to track to completion all Priority A Activities within their Functional Area. Once Priority A Activities has completed, the Primavera Scheduling software will show complete and the TAD will be updated. The TAD will then notify the Primary, Alternate, and Closure Validation Authority, of that activity, that closure is requested. The CVA will then consult with the Primary and Alternate to view all supporting data and to validate that the Activity has completed. The CVA will then mark close in the TAD. In addition to using the TAD, a Contract Transition Team Data/Info Collection Form will be filled out to document what documents, interviews, and activities were looked at before closing the activity (See Figure 5 for information on form). The Critical Activity closure process is illustrated in [Figure 4](#).

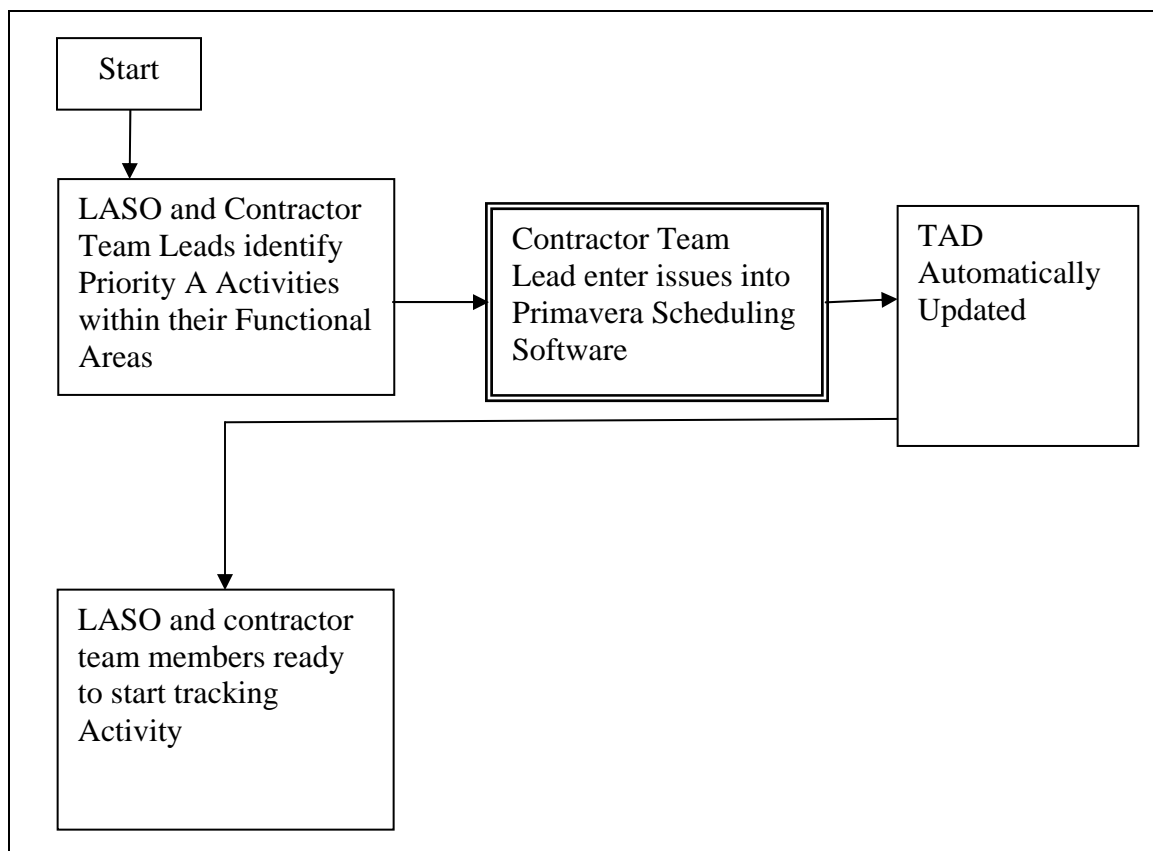


Figure 2: Creating Transition Priority A Activities



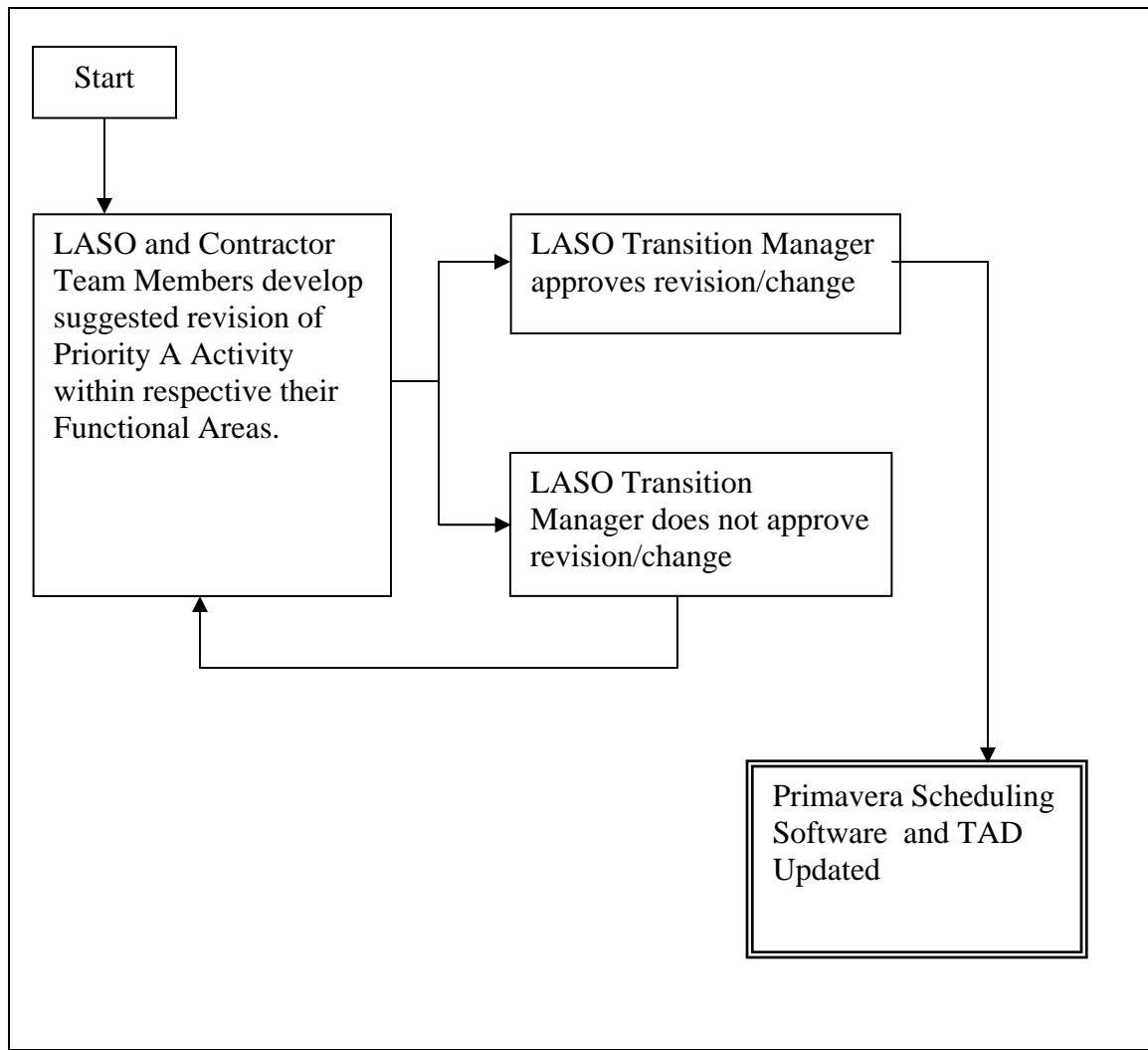


Figure 3: Revising Priority A Activities

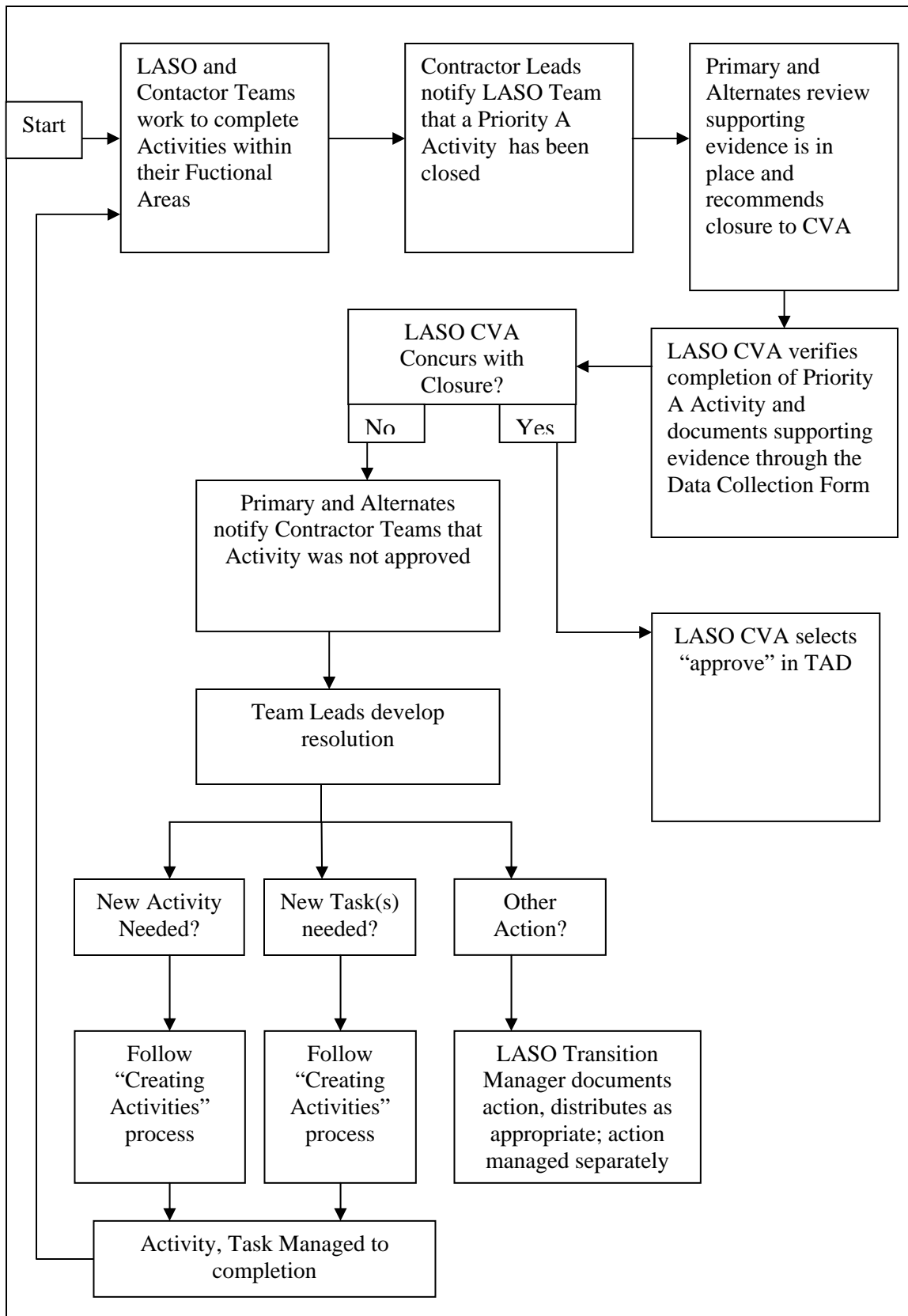


Figure 4: Closing Priority A Activities

Contract Transition Team Data/Info Collection Sheet	
<i>LASO Functional Area</i>	
<i>LANL WBS Element</i>	
<i>Priority A Activity and Description</i>	
<b>LASO Primary/Alternate and Initials</b>	
<b>LANL Point of Contact</b>	
<i>Documents &amp; Records Reviewed:</i>	
<i>Interviews Conducted, if any: (include names and titles)</i>	
<i>Activities Observed:</i>	
<i>Validation Notes</i>	
<i>Other Information or Data</i>	
<i>Notes:</i>	

Figure 5: Contract Transition Data/Info Collection Sheet