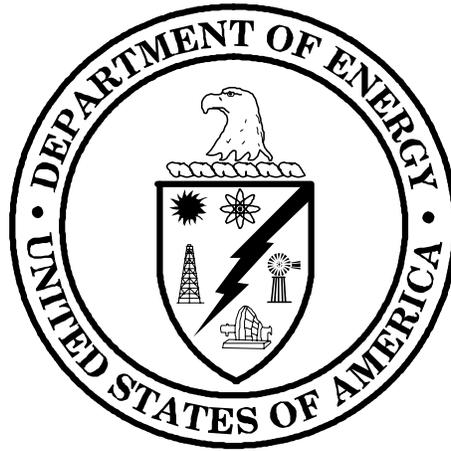


**INEEL Transition Project:
DOE/NE-ID Project Management Plan
(PLN-1605)**



U.S. Department of Energy
NE-Idaho Operations Office

PLN-1605: Revision 2 – SEB Version
August 1, 2004

NOTE: Due to privacy concerns, names of individuals who presently hold positions in BBWI's and ANL-W current organizational structure will be provided only to competitors who have already identified to the Contracting Officer their intention to submit a proposal and to other competitors that specifically request it. Names of Federal personnel assigned to the NE-ID transition team will be provided to the selected contractor at the time of contract award. Address requests to Cheryl A. Thompson, Contracting Officer, at thompsonca@id.doe.gov. Information provided must be kept confidential.

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I. Introduction

The transition of the INEEL contracting strategy from a single Management and Operations (M&O) contract to two prime contracts, one governing the Idaho Cleanup Project (ICP) and one governing the operation of the Idaho National Laboratory (INL), requires careful and comprehensive management. The unique nature of this transition presents challenges to an agency that has dealt with the combination of several contracting entities under one M&O contract, and a transition from one M&O contractor to another, but has not yet dealt with the splitting of such a contract among multiple contractors. The degree of unknown issues that may arise requires a corresponding degree of risk management.

This Project Management Plan (PMP) describes the scope, schedule, processes, and products of the project, establishes the structure of the DOE/NE-ID Contract Transition Project Team (hereafter, the NE-ID Team), sets out the responsibilities for NE-ID Team Members, and describes project communications. Processes that will be implemented by both the NE-ID and contractor transition teams (Activity management process, records management process, Transition Readiness Review) are identified in this plan. Much of the transition planning that must take place may be extracted from previous transition experiences, and considerable effort may be saved by using the information and lessons available from the 1999 transition of INEEL contractors from Lockheed-Martin Idaho Technologies Company (LMITCO) to Bechtel BWXT Idaho, LLC (BBWI). In recognition of the value of that existing information, and with an eye to the future where other transition teams may seek to learn from this experience, this PMP includes an evaluation of how well the transition teams planned and executed this contract transition.

This plan applies only to the management of the NE-ID Team Members. The incumbent contractors (BBWI and the University of Chicago) have established or are in the process of establishing separate transition teams with their own management plans. However, these teams will work in unity, integrating their efforts to develop a single approach to identifying and implementing transition activities. The teams, together, will produce a Transition Plan, and will use a single tool and common processes to manage the identification, statusing, and closure of transition activities. When the winners of the ICP and INL contracts are selected, the NE-ID and incumbent contractor teams will integrate their transition planning with that of the new contractors' transition teams, as well.

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 (January 31, 2005) or the new contractors will not be able to assume the management responsibilities specified in their respective 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 contractors’ 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 the DOE or its contractors
4. Critical to fulfill contract terms and conditions
5. Critical to ensuring continuity of operations or programs, including:
 - a. meeting DOE-HQ or congressional milestones,
 - b. meeting external commitments (i.e., commitments to tribes, universities, 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 DOE or the contractors.

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.

Closure – the process by which the Transition teams reach formal agreement that all Tasks within a designated Activity have been completed satisfactorily, and all Activities within an Issue have been closed. NE-ID 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.

The formal closure process is described in “INEEL Transition Project: Transition Activity Management Process (MCP-1338).”

Crosslinked Activity – an Activity that supports more than one Issue within a Functional Area, or multiple Issues across Functional Areas. A crosslinked Activity is one in which information produced by another Activity is required to support an outcome in another Activity. Activities crosslinked between Functional Areas and Issues require integrated planning by two or more NE-ID Primary Team Members to identify the responsibilities and outcomes of each part of the crosslinked Activity. Crosslinked Activities will be identified in the database as such, with the originating Activity and the receiving Activity clearly indicated.

Functional Area – A high-level component of the Transition Plan that identifies a primary business and program management responsibility. 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). Generally, Issues consist of several more detailed *Activities*, all of which must be completed and closed to ensure closure of the Issue.

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). Generally, there are several Tasks associated with completing a single Activity.

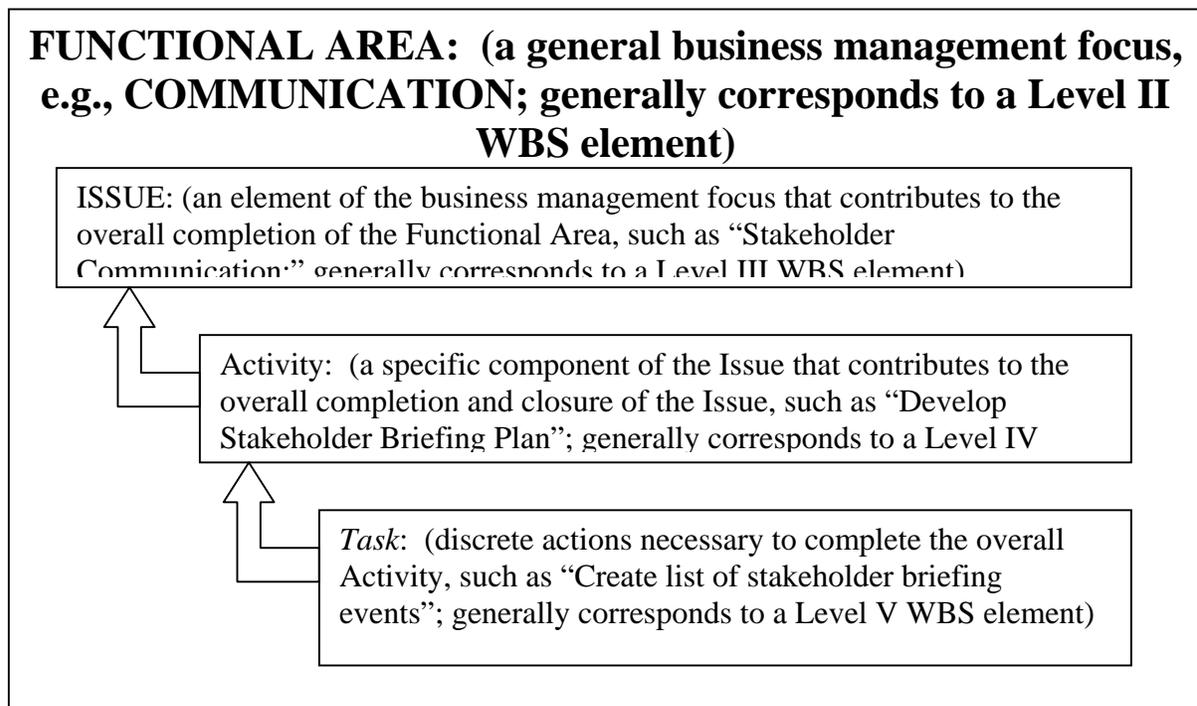


Figure 1: Hierarchy of Actions in Transition Planning.

III. Scope of Transition Project

A. General Scope statement

The scope of this Transition Project is to identify 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 M&O contractor to the two contractors that win the bids for the ICP and the INL contracts, as well as to any subcontractors selected to provide core support services. All transition activities must ultimately be coordinated with the new contractors, and performed to ensure consistency with their approved transition plans.

B. Work Scope of NE-ID Team Members

The specific scope of the NE-ID Team Members is to work with the respective Source Evaluation Boards (SEB) and their contractor counterparts (both incumbent and new) to identify the Activities necessary, including those that must be completed by NE-ID, to transition the single INEEL M&O contract into the new contracts, identify who is responsible for each Activity, determine when each Activity needs to be completed, and assign the appropriate priority to each Activity. NE-ID Team Members will also serve as integrators between new and incumbent contractors during transition planning and execution, ensuring the necessary coordination takes place between the parties. NE-ID Team Members are expected to cooperatively solve transition problems that arise in their assigned Functional Areas. NE-ID Team Members are listed in [Appendix B](#).

While the NE-ID Team Members may not be directly responsible to conduct the identified Activities, there will be uniquely Federal Activities which must be accomplished. Some NE-ID 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.

More specific descriptions of the responsibilities of NE-ID Team Members are given in [Chapter VIII: Expectations and Responsibilities of NE-ID Team Members](#).

C. Exclusions

Contract closeout is *not* part of the scope of this project. The completion of contract closure activities is a part of the contract management function, and should not be combined with contract Transition Activities. However, it will be necessary to coordinate some Transition Activities with contract closeout information, and NE-ID Team Members should take care to clearly distinguish whether an activity is a Transition Activity or a contract closeout activity.

D. Transition Objectives

Consistent with and building upon previous transitions, this Transition Project will adopt the following objectives:

1. Ensure all new contractors are ready to assume their responsibilities on the date of contract activation.
2. Minimize disruption to the workforce and to site operations.
3. Clarify responsibilities and expectations of the NE-ID and contractor transition teams.
4. Establish a framework for coordination and cooperation between the transition teams.
5. Minimize transition costs.
6. Ensure complete staff work.
7. Establish and maintain effective communication between all transition teams.
8. Provide early warning of significant issues and actions that may adversely affect the transition.
9. Ensure the transitions are conducted consistent with selected contractors approved transition plans.

The NE-ID Transition Team will evaluate the success of planning and implementing the Transition in accordance with these objectives, as described in [Chapter XI: Project Closeout and Evaluation Process](#).

IV. Deliverables

A. List of Primary Deliverables

In partnership with the SEBs, the incumbent contractors, and the incoming contractors (when selected), this Team must jointly develop and deliver the following products:

1. a Contract Transition Plan in which all Activities necessary for the transfer of contractor work scope, assets, resources and responsibilities from the incumbent contractors to the new contractors are identified and prioritized (due August 29, 2004);
2. a Transition Schedule, in which the start and end dates for those Activities are identified (due August 29, 2004);
3. a system for the assignment, tracking, and change control of Transition Activities (due March 12, 2004);

The NE-ID Team must deliver the following:

4. Within 45 days after completion of the transition (as identified in the Transition Plan), a Contract Transition Evaluation Report.

The NE-ID Team will develop the Transition Plan and the Transition Schedule in coordination with the incumbent contractors' Transition Teams. The incumbent contractors' teams will physically produce the documents, with information jointly identified by the responsible personnel on both Teams. As part of Performance Based Incentive-17, the BBWI Teams will support the transition evaluation to the extent of their contractual availability. The DOE/NE-ID Project Executive Steering Committee is the recipient of these deliverables.

B. Team Lead Deliverables

In addition to those deliverables listed above, the NE-ID Team Lead will deliver the following to the Project's Executive Steering Committee:

1. routine status reports (monthly or as determined by the Executive Steering Committee);
2. progress reports on contractor performance of transition planning and implementation, consistent with PBI-17 requirements and criteria.

C. PBI-17

The DOE has incentivized BBWI to perform the transition, and has described the expectations and measures for evaluating their performance in Performance Based Incentive #17 (PBI-17). The NE-ID Team Lead is responsible for providing NE-ID management with information from the oversight of BBWI's conduct of transition to support the evaluation of BBWI's performance to PBI-17. NE-ID Team Members are expected to contribute information about the contractor's performance of Transition Activities in their respective Functional Areas. Periodic information about the contractor's Functional Area performance will be part of the NE-ID Team Members' status reports to the Team Lead.

V. Schedule

Contract pre-transition activities for the NE-ID Team will begin in February 2004, with the formation of the Team and development of the project management plan. Contract Transition is anticipated to occur from November 15, 2004 through January 30, 2005. NE-ID Team activities will complete following delivery of the Contract Transition Evaluation Report by the end of February 2005.

Project schedule (best available dates):

- Finalize NE-ID Transition FBS – by February 27, 2004
- Begin Development of Draft Transition Plan – March 3, 2004
- Finalize NE-ID Transition Project Management Plan – by March 5, 2004
- Open internal “Transition Information Website” to employees – by March 5, 2004
- Finalize Records Management Plan – by March 12, 2004
- Finalize Transition Activity Management Process– by March 12, 2004
- Finalize Transition Activity Database design – by March 12, 2004
- Database available to begin loading Transition Activities – March 15, 2004
- Open internal “Virtual War Room” project website to Transition Teams – by March 15, 2004
- Finalize joint Communications Plan – March 31, 2004
- Final RFP released – (assumed April 6, 2004)
- Draft Transition Plan to DOE for review – April 19, 2004
- Transition Plan is final – June 14, 2004
- Implement pre-transition activities – June 2004 – November 15, 2004
- Contracts are awarded – (assumed November 5, 2004)
- Begin Transition period – (assumed November 15, 2004)
- ICP SEB Contracting Officer approves ICP contractor’s Transition Plan – (assumed November 25, 2004 [10 days after contract award date])
- INL SEB Contracting Officer approves INL contractor’s Transition Plan – (assumed November 25, 2004 [10 days after beginning of transition period])
- Implement Transition Activities – November 15, 2004 – January 30, 2005
- Conduct Transition Readiness Review to confirm contractors’ preparedness to assume contract responsibilities – January 2005
- Contracts officially transfer – January 31, 2005
- NE-ID conducts Transition Evaluation – February 2005
- NE-ID delivers Transition Evaluation Report to Executive Steering Committee – February 28, 2005

VI. NE-ID Transition Project Budget

Expenses associated with supporting the activities of the NE-ID Transition Team will be paid for out of the DOE/NE-ID Internal budget. A separate charge account will be established to track these costs. Costs incurred by the contractors' Transition Teams will be covered by the respective contractor's transition budget, as addressed in the applicable contract. Only the NE-ID Project Management Sponsor, Team Lead, and Administrative Lead are authorized to approve expenditures from this NE-ID Transition account.

Estimated Budget for NE-ID Transition Team:

| | |
|------------------------|-----------------|
| Office Supplies | \$ 2,000 |
| Travel: | \$10,000 |
| Est. 4 trips to DOE-HQ | |
| TOTAL: | \$12,000 |

VII. Work Breakdown Structure

A. Functional Breakdown Structure

Because of the nature of the transition, the multiple contractors and thus multiple WBSs involved, and the necessity to ensure a NE-ID Team Member is overseeing the relevant functional elements of *each* contractors' transition planning activities, the NE-ID Team will have assigned *Functional Areas*. The Primary members of the NE-ID Team will identify the Issues included in their Functional Areas, and will work with the incumbent contractor and new contractors, when available, to identify the Activities necessary to complete each Issue. The NE-ID Functional Breakdown Structure is presented in [Appendix D](#).

B. Crosswalk to Contractors' WBS

This Transition will involve coordination of planning with multiple contractors, the DOE-Chicago Operations Office, and the Argonne Area Office. A FBS/WBS crosswalk will ensure that all transition Issues and Activities are managed appropriately by each contractor, and that there is a responsible NE-ID Team Member overseeing the planning and implementation of all contractors' Transition Activities in each Functional Area. The FBS/WBS crosswalk is given in [Appendix E](#), and will be updated to reflect the transition planning of the new contractors as that information becomes available.

There will be some Transition Activities which require integrated planning and implementation across more than one Functional Area. For each such "crosslinked" Activity, both NE-ID Primary Team Members and their respective contractor counterparts must jointly identify what the output is and what actions they "receive," as well as the deadlines for each. The crosslinked Transition Activities will be identified in the Transition Activities Database as such, with indications of which Activities they are linked to.

VIII. Expectations & Responsibilities of NE-ID Transition Team Members

A. General Expectations

The fundamental responsibility for all NE-ID Contract Transition Team Members is to work with their contractor counterparts, NE-ID colleagues, and others to identify the Activities necessary to transition the single INEEL M&O contract into two new contracts and any subsequent service contracts, including those actions that must be completed by DOE. NE-ID Team Members are expected to work cooperatively with the SEBs and their contractor counterparts to solve transition problems that arise in their Functional Areas.

It is understood that the Transition Team will require the support and assistance of other NE-ID employees in planning and conducting an efficient transition. All NE-ID employees will be informed by their management of the importance of this Transition project, and of the expectation to support this Transition Team. While Team Members may not directly assign actions to other NE-ID employees, Team Members are expected and authorized to request support for a Transition Project Activity from NE-ID staff if needed. If Team Members require assistance in recruiting support from NE-ID staff, they should inform the Team Lead. The Team Lead will work with the Project Management Sponsor and other NE-ID management to coordinate this support.

NE-ID Team Members do not have authority to unilaterally direct the contractor in an action. If direction of a contractor is required, the NE-ID Team Member should identify the issue to the Team Lead, who will coordinate with the Team Member, the Project Management Sponsor and/or the Project's Executive Steering Committee to develop a recommendation for the Contracting Officer (CO) of record for the incumbent contracts.

B. Transition Project Team Lead

The Team Lead is responsible for selecting the Team and providing the guidance, information, and direction necessary for them to fulfill their responsibilities. The Team Lead is the primary interface between the NE-ID Team, the incumbent contractor Teams, and the new contractors' teams, as well as other NE-ID offices, NE-ID management, DOE-HQ, and stakeholders. The Team Lead functions as an integrator and facilitator, removing obstacles to the Teams' success, and connecting Team Members to other people and resources that can help with transition planning or execution. The Team Lead is the person responsible for delivering the Project Deliverables to the NE-ID Executive Steering Committee.

The Team Lead's responsibilities are to:

1. **Communicate** with everyone – Team Members, management, contractors, stakeholders – on a sufficiently frequent basis and with enough information that Team Members can function well, and management and stakeholders know progress is being made.

2. **Structure** the Team, establish necessary processes, and provide the resources required for the Team to get work done. This includes managing the logistics involved in establishing regular Team communications and getting the new contractors connected and functioning with the Transition Team.
3. **Facilitate** problem solving, and coordinate the resolution of issues with the Project Management Sponsor and Executive Steering Committee if necessary. While Team Members are expected to work cooperatively with their contractor counterparts in identifying and implementing Transition Activities, there will be issues that arise which are not easily or consensually resolved. When those issues arise, the Team Lead is responsible for engaging the necessary management resources to get them resolved. The Team Lead is also responsible for coordinating the recruitment of NE-ID staff support to the Team, if such assistance is needed by a Team Member.
4. **Deliver** the Team's products to the NE-ID Contract Transition Executive Steering Committee.

C. Primary Team Members

Primary Team Members are responsible for making sure all the Critical Activities necessary to transition the scope, resources, information, obligations, milestones, assets, liabilities, and responsibilities in their assigned Functional Area are identified, scheduled, and completed by the end of the Transition period, and all other Activities are identified and scheduled for implementation, including those Activities that must be conducted by DOE. Primary Team Members must ensure any problems in their Functional Areas are identified early and a solution is being developed, changes to assigned Activities are formally managed and completed, Issues and Activities are formally closed, and must communicate the final resolution to the Team and the Team Lead. Primary Members must elevate unresolved issues to the Team Lead for action.

Each Primary Team Member has an assigned Alternate, to function in their absence and keep the work moving forward.

Primary Team Members responsibilities are to:

1. **Attend** every NE-ID Transition Team meeting, or make sure their Alternate does when they can't; suggest and accept actions and Activities, provide status on their assigned actions and Activities, contribute to the resolution of issues (even those not in their area) with constructive suggestions, and consider such constructive suggestions offered by other Team Members.
2. **Communicate** with the Team Lead, their Alternate, the Closure Validation Authority for their Functional Area, and the other Team Members, including their contractor counterparts. If Primary Team Members encounter difficulties with an assigned Activity, they are responsible for notifying the Team Lead for action and resolution.
3. **Coordinate** with their contractor counterparts to identify Transition Activities and work on joint solutions to problems that arise.
4. **Deliver** assigned products to the Team Lead and complete assignments on time, or negotiate with the Team Lead to coordinate a new delivery date and determine what impacts the delay will have on the transition planning or implementation.

D. Alternate Transition Team Members

Alternates for Primary Members of the NE-ID Transition Team are the go-to person in the absence of the Primary. Alternates must stay informed about the issues and activities their Primary Team Member is in charge of. Alternates may assist their Primary Team Member in the planning and accomplishment of their Functional Area Activities, including coordinating a Transition Project Activity with a NE-ID staff member. Alternates will need to know who on the contractors' teams their Primaries are working with.

Alternate Team Members' responsibilities will be to:

1. **Attend meetings in the absence of** their Primary Team Member, provide status to the Team, take notes, accept actions, and communicate the outcome of Team meetings to their Primary Team Member when they return.
2. **Communicate** with their Primary Team Member to ensure they have the most recent information necessary to act for the Primary in their absence; inform the Team Lead when issues arise in the absence of their Primary Team Member.
3. **Assist** their Primary Team Member in identifying and conducting their respective Transition Activities.

E. Closure Validation Authority

Team Members designated as Closure Validation Authorities (CVA) are the members of NE-ID management who will be responsible for ensuring that all Critical Activities have been completed to their satisfaction. Closure Validation Authorities 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 Activities to the Executive Steering Committee. Closure Validation Authorities have unilateral authority to accept or reject Critical Activities submitted for closure.

Closure Validation Authorities' responsibilities are to:

1. **Communicate** with the Primary Team Member, or the Alternate as necessary, about the progress of the Transition Activities in their Functional Area. Understand what is required to be delivered, developed, or accomplished to meet the Critical Activity closure requirements on time.
2. **Validate** the satisfactory completion of the Critical Activities in their Functional Area. When satisfied, sign the closure documentation indicating the respective Activity has been completed. Contact the Team Lead and the responsible Primary Team Member to discuss any concerns regarding Critical Activities and work out a resolution.

F. Project Management Sponsor

The Project Management Sponsor's basic function is to assist the Team Lead in securing the resources and management support needed by the Team. The Sponsor resolves issues that fall beyond the authority of the Team Lead to resolve, and authorizes or approves purchases or acquisition of resources for the Team. The Sponsor also provides a level of

management guidance and direction to the Team Lead, minimizing the need to raise issues or concerns to the Transition Project's Executive Steering Committee.

The Project Management Sponsor's responsibilities are to:

- 1. Communicate** with the Team Lead and the contractor management on a regular basis, informing the Team Lead of management direction and decisions relative to the scope and activities of the Team.
- 2. Solve** management-level issues that arise during the course of the Transition Project that are beyond the authority of the Team Lead to solve, including providing recommendations for direction of the contractor(s) to the Executive Steering Committee and the Contracting Officer, as necessary.
- 3. Provide** resources and guidance to the Team to enable them to complete their assigned responsibilities.

G. Executive Steering Committee

The Contract Transition Project's Executive Steering Committee is the highest level of authority for the Project. The ESC acts as a resource for both the Team Lead and the Project Management Sponsor in strategically guiding the project and championing it to the rest of NE-ID and contractor management. They provide mentoring services to the Team Lead, and assist with resolution of more sensitive issues that may require a high-level of influence. The ESC is also the Team's ultimate customer, and is the management body to whom the products of the Team will be delivered.

The Executive Steering Committee's responsibilities are to:

- 1. Guide** the Team Lead in strategic planning of the Project and in interfacing with members of NE-ID and contractor management.
- 2. Solve** transition management issues that exceed the authority or responsibility of the Project Management Sponsor, or which require a broader involvement of management representation through the Contracting Officer.

H. Administrative Lead

The Administrative Lead manages the scheduling of Team events, ensures style consistency in product development, manages the distribution of information to the Team, and conducts other miscellaneous duties for the Team Lead. The Administrative Lead will provide services to the NE-ID Team Members, only.

The Administrative Lead's responsibilities are to:

- 1. Schedule meetings:**
 - a. regular and special meetings between the NE-ID Team Lead and the Transition Project Executive Steering Committee
 - b. regular and special meetings of the Team
 - c. regular and special meetings between the Team Lead and NE-ID Management/Senior Leadership Team
 - d. meetings between the Team Lead or Team Members and other organizations, DOE offices, contractors, subcontractors, or stakeholders

2. **Develop** product and presentation templates, provide those templates to the Team members, and assist Team Members with use of the templates;
3. **Provide** technical editing of Team products as needed to ensure grammatical correctness and style consistency in written documentation;
4. **Administer the Transition Activities database:** enter Team assignments into the Transition Activities database system, track their completion and closure status, enter approved changes to those activities, send reminders of upcoming deadlines to Team members, and notify the Team Lead of near-term due dates and overdue activities;
5. **Closely coordinate** with the administrative assistance personnel of the contractors' Transition teams to ensure accurate and timely communications between the Teams, and coordinate delivery of products between Teams;
6. **Manage the records and files of the Transition Project**, including:
 - a. establishing and managing a formal filing system for all Transition products, working files, and records;
 - b. managing formal revisions of Team products to ensure only the latest versions are distributed;
 - c. managing the posting of Project information to the Project website (to be developed), and
 - d. conducting the final disposition of all Project records after Project completion.
7. **Manage sundry logistical needs** of the Team, including securing meeting locations, office supplies, and other items as needed.

IX. Transition Activity Management

A. Transition Activity Database

NE-ID will develop and administer a database of Activities for transition planning and implementation. The database will be the single tool for all transition teams to use in tracking the assignment and completion of all Transition Issues, Activities, and Tasks. Access to the database will be restricted to NE-ID and contractor Transition Teams only, and will be password controlled. NE-ID Team Members and their contractor counterparts will work together to provide information to populate the database

B. Transition Activity Management and Closure

The NE-ID Team Members will follow the process for creating, editing, statusing, and closing transition Issues, Activities, and Tasks, described in the “INEEL Transition Project: Transition Activity Management Process (MCP-1338).”

Upon completion of the transition, the Activity database will be retired in accordance with the “INEEL Transition Project: Transition Records Management Plan (PLN-1602).”

C. Transition Activity Oversight

NE-ID Team Members will inform the NE-ID Team Lead of any performance issues in working with their contractor counterparts that may impede or adversely impact the conduct of transition, to support the Team Lead’s evaluation of contractor performance of scope established in PBI-17.

X. Project Communications

A. Team Meetings

The primary mechanism for communication among the NE-ID Team members will be weekly Team meetings. The NE-ID Team Lead will designate a day, time and location for these meetings. NE-ID Primary Team Members must attend the weekly meeting, or have their Alternate attend for them. The Team Lead and the Administrative Lead will develop a weekly agenda and distribute it to the Team at least one day prior to the meeting, to allow for Team Members to suggest additions or changes to agenda items. The weekly Team meetings will provide an organized forum for presenting the status of Activities, issues and problems in resolution, new issues or problems identified since the previous Team meeting, upcoming events, reminders of near-term deadlines, and other project management information.

Representatives from the DOE-Naval Reactors Program: Idaho Branch Office, DOE-Chicago Operations Office, Argonne Area Office, the INL and ICP SEBs, and DOE-Headquarters may participate in the weekly NE-ID Team meetings as available, either in person or via conference call.

Joint Team meetings may be scheduled on a periodic basis between the NE-ID Team and the contractor(s) transition teams. The NE-ID Team Lead will coordinate with the respective contractor(s) team leads to arrange such meetings.

NE-ID Team Members will meet individually with their contractor counterparts as needed.

B. Team Website (“Virtual War Room”)

1. Contents

The NE-ID Team Lead will work with the incumbent contractors Team leads and the NE-ID Information Technology Division to design and develop a Website for the project, to function as a “virtual war room” (VWR). Transition project management information will be available to all Team members through the VWR. This information includes:

- Draft and final versions of the Transition Plan
- Draft and final versions of the Transition Schedule
- This Project Management Plan
- Other draft and final versions of Team products
- Joint Team processes (such as the Records Management Plan, the Activity Database Management Process, and the Communication Plan)
- Transition team rosters and Work Breakdown Structures
- A list of available records from the previous contract transition
- NE-ID Team meeting agendas and handouts
- A link to the Transition Activity Database
- Correspondence and presentation templates
- PBI-17

- A link to the Request For Proposals websites
- A link to the INEEL Transition Information Website

2. *Access*

The VWR will be access-controlled with a password to ensure only designated NE-ID and contractor Team Members are able to access it. Information provided on the VWR should be used by Transition Team Members only (contractor and NE-ID), and not be distributed beyond the Teams. Because the information on the VWR will be available to contractor personnel as well as NE-ID personnel, each piece of information posted to the VWR must undergo a review prior to being posted to ensure all information security and classification, Privacy Act, Freedom of Information Act (FOIA), or procurement-sensitive restrictions are observed. The login screen to the VWR will have a statement regarding limiting the distribution of transition information to Team Members only.

Any Team Member may suggest inclusion of information on the VWR. The NE-ID Team Lead must approve each posting, after ensuring the appropriate reviews have taken place. The NE-ID Administrative Lead is responsible for working with the VWR administrator to load the approved information to the website in a timely manner.

Information from the previous transition will also be made available to the Transition Teams. Some of this information may also be subject to Privacy Act restrictions; to ensure such information is distributed appropriately, the NE-ID Administrative Lead will also manage requests from the Team Members for this information. Team Members must send a request for such information to the NE-ID Administrative Lead. The NE-ID Administrative Lead will review the requested record for Privacy Act concerns (using guidance provided by the NE-ID FOIA Officer), make a copy with redactions as necessary and attach a cover sheet to the copy informing the Team Member receiving the information about the limitations of distribution.

C. Records Management

The NE-ID Team Lead and the Administrative Lead, in coordination with the incumbent contractors' Transition Team leads and the NE-ID Records Management Program coordinator, will develop a Records Management Plan (RMP) for the project. The RMP will identify, among other things, the file codes under which project documentation, correspondence, and records will be permanently filed. All contractor transition teams and NE-ID Team Members will manage Transition Project files and records in accordance with this RMP.

D. External Communication

Consistent message delivery to external parties during the Transition period is important for minimizing confusion and the spread of misinformation about the transition process. To ensure such consistency in communication beyond the Transition Team, the NE-ID Team Lead will conduct all communication with external parties (media, stakeholders, etc.) as described in the "INEEL Transition Project: Transition Communication Plan,"

The Team Leads will work with the NE-ID Team's Communication Lead to develop briefings, presentations, and responses to queries as described in the Transition Project Communication Plan. This external coordination, of course, does not preclude Team Members from communicating with those persons (i.e., regulators) with whom they must coordinate to plan and implement Transition Activities.

The NE-ID Team Lead will also use existing internal communication mechanisms to communicate information about the transition project to the NE-ID workforce and to DOE Headquarters, as described in the Transition Communication Plan.

Team Members who receive requests for information about the transition must refer those requests to the NE-ID Communications lead.

E. Internal Transition Information Website

The NE-ID Team's Communication Lead and the Team Lead will develop an internal website to provide information to INEEL and NE-ID employees on the progress of Transition. This website may include a forum for employees to submit questions or comments on transition. Employees may find various sources of information, such as excerpts from the NE-ID "10 O'Clock News" bulletin, weekly reports, or bulletins from senior management. A mechanism will be designed to provide this information to those employees at ANL-W and DOE-HQ who may not have access to this internal website. This website will be more fully described in the "INEEL Transition Project: Transition Communication Plan."

XI. Project Closeout and Evaluation Process

A. Transition Readiness Review

Prior to the completion of Transition, an independent reviewer from NE-ID will assist the NE-ID Transition Team, the incumbent contractors' Transition Teams, and the selected contractors in conducting a review to ensure the new contractors are prepared to assume management of their respective work scopes and responsibilities. The review will be conducted as described in the "INEEL Transition Project: Transition Readiness Review Process" (to be developed).

Any corrective actions identified in the review will be prioritized and managed within the Activities database. If, during the review, any Critical Activities are found to be in need of completion or corrective action, the NE-ID Team Lead will work with the Project Management Sponsor, the appropriate contractor Team leads, and any NE-ID 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.

B. NE-ID Evaluation of Transition

It is important for this Team and future transition teams that DOE understand how well this transition was planned and conducted, and where future transition teams may learn from this experience to improve their planning and implementation. As an integral part of the quality cycle, the NE-ID Transition Team will conduct an evaluation of the transition planning and implementation process following completion of the transition, when the new contractors assume their contracts. To the extent possible, the BBWI Transition Team will supply information to support that evaluation, as described in PBI-17.

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

1. Ensure all new contractors are ready to assume their responsibilities on the date of contract activation.
 - a. The Transition Readiness Review concluded that the new contractors are 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 NE-ID 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. Incumbent contractors and the new contractors maintained a rigorous and effective ES&H program during Transition that includes uninterrupted implementation of Integrated Safety Management.
 - c. Site operations continued without missing any regulatory, legal, legislative, or DOE-HQ milestones or requirements.
 - d. The new contractors worked aggressively to communicate with the contractor workforces.
3. Clarify responsibilities and expectations of the NE-ID 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. NE-ID was proactively engaged in the transition, and kept DOE-Headquarters informed of transition planning, progress, and issues on a frequent basis.
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 entered into the Transition Activity Database were identified in the approved contractor transition plans.

- b. Any changes in scope to the approved transition plans were appropriately reviewed and approved by the respective Contracting Officer.

XI. Appendices

Appendix A: Acronyms

ANL-W = Argonne National Laboratory-West
BBWI = Bechtel BWXT Idaho, LLC
CO = Contracting Officer
CVA = Closure Validation Authority
DOE = U.S. Department of Energy
DOE-HQ = U.S. Department of Energy- Headquarters
ESC = Executive Steering Committee
FBS = Functional Breakdown Structure
ICP = Idaho Cleanup Project
INEEL = Idaho National Environmental and Engineering Laboratory
INL = Idaho National Laboratory
LMITCO = Lockheed Martin Idaho Technologies Company
M&O = Management and Operations
NE-ID = U.S. Department of Energy, Idaho Operations Office
PBI = Performance-Based Incentive
PMP = Project Management Plan
RFP = Request for Proposal
RMP = Records Management Plan
SEB = Source Evaluation Board
TRR = Transition Readiness Review
VWR = Virtual War Room
WBS = Work Breakdown Structure

Appendix B: NE-ID Transition Team Members

NOTE: Due to privacy concerns, names of individuals who presently hold positions in BBWI's and ANL-W current organizational structure will be provided only to competitors who have already identified to the Contracting Officer their intention to submit a proposal and to other competitors that specifically request it. Names of Federal personnel assigned to the NE-ID transition team will be provided to the selected contractor at the time of contract award. Address requests to Cheryl A. Thompson, Contracting Officer, at thompsonca@id.doe.gov. Information provided must be kept confidential.

| TRANSITION FUNCTIONAL AREA | PRIMARY TEAM MEMBER | ALTERNATE | CLOSURE VALIDATION AUTHORITY |
|--|------------------------------------|------------------|---|
| Team Lead and Project Management | | | |
| Communications | | | |
| Legal | | | |
| Budget, Finance, Procurement | | | |
| Training & Employee Concerns | | | |
| Human Resources | | | |
| Labor Relations | | | |
| Information Technology & Records | | | |
| Infrastructure | | | |
| ICP & EM Programs | | | |
| Laboratory Operations and Engineering Services | | | |
| Security | | | |
| Safety and Health | | | |
| Counterintelligence | | | |
| Environmental Compliance & Permits | | | |
| Technology Programs & Operations | | | |

Appendix C: NE-ID Transition Team Advisory Bodies

NOTE: Due to privacy concerns, names of individuals who presently hold positions in BBWI's and ANL-W current organizational structure will be provided only to competitors who have already identified to the Contracting Officer their intention to submit a proposal and to other competitors that specifically request it. Names of Federal personnel assigned to the NE-ID transition team will be provided to the selected contractor at the time of contract award. Address requests to Cheryl A. Thompson, Contracting Officer, at thompsonca@id.doe.gov. Information provided must be kept confidential.

Executive Steering Committee

Project Management Sponsor

SEB Coordination Points of Contact

Appendix D: NE-ID Transition Team Functional Breakdown Structure

FBS Key:

X.X FUNCTIONAL AREA

X.X.X Issue

X.X.X.X Activity

X.X.X.X.X Tasks

1.1 COMMUNICATIONS

- 1.1.1 Media Relations
- 1.1.2 Tribal Liaison
- 1.1.3 Internal Communications
- 1.1.4 FOIA/PA Technical Information
- 1.1.5 Congressional Liaison
- 1.1.6 Briefings & Tours
- 1.1.7 Communications Program

1.2 LEGAL

- 1.2.1 Litigation & Claims
- 1.2.2 Intellectual Property
- 1.2.3 Environmental Permits & Applications
- 1.2.4 Transfer Agreement

1.3 HUMAN RESOURCES

- 1.3.1 Work Force Restructuring
- 1.3.2 Compensation & Pay.
- 1.3.3 Recruitment & Staffing
- 1.3.4 Travel & Relocation Program
- 1.3.5 Benefits & Insurance
- 1.3.6 Leave Programs
- 1.3.7 Pension and Investment Plans
- 1.3.8 Substance Abuse Program
- 1.3.9 Employee Assistance Program
- 1.3.10 Employee Relations Program

1.4 LABOR RELATIONS

- 1.4.1 Labor Relations
- 1.4.2 Labor Standards

1.5 TRAINING & EMPLOYEE CONCERNS

- 1.5.1 Technical and Professional Development Training
- 1.5.2 Employee Concerns
- 1.5.3 K-12 Education and Academic Programs:
- 1.5.4 EEO /ICPA
- 1.5.5 Equal Employment Opportunity and Diversity Programs

1.6 INFORMATION TECHNOLOGY AND RECORDS

- 1.6.1 IT Capital Planning and Investment
- 1.6.2 Enterprise Architecture & Data Management
- 1.6.3 Licensing & Property
- 1.6.4 Operations Center
- 1.6.5 Telecommunications .
- 1.6.6 Cyber Security
- 1.6.7 Application Changeover
- 1.6.8 Records Management & Document Control
- 1.6.9 Directives
- 1.6.10 Forms Management

1.7 BUDGET, FINANCE, AND PROCUREMENT

- 1.7.1 Program Control Requirements
- 1.7.2 Contract Fee process
- 1.7.3 Subcontract Transfers
- 1.7.4 Contractors' Financial Identity
- 1.7.5 Budget Requirements
- 1.7.6 Indirect Rates/Financial Reporting
- 1.7.7 ICP and INL Travel Programs
- 1.7.8 Uncosted Balances Transition
- 1.7.9 Contract Closeout Integration
- 1.7.10 Procurement Process approval
- 1.7.11 Contracting Strategy
- 1.7.12 Property & Materials Transition
- 1.7.13 Headquarters Requirements
- 1.7.14 IG/GAO Coordination
- 1.7.15 Internal Audit functions

1.8 SECURITY

- 1.8.1 Security Management & Admin
- 1.8.2 Physical Security
- 1.8.3 Personnel Security
- 1.8.4 Information Security
- 1.8.5 Materials Management/SNM Accountability
- 1.8.6 Emergency Preparedness and Response

1.9 SAFETY AND HEALTH

- 1.9.1 Industrial Safety
- 1.9.2 Radiological Safety
- 1.9.3 Life Safety Systems
- 1.9.4 Construction Safety
- 1.9.5 Nuclear & Criticality Safety
- 1.9.6 Laboratory Safety
- 1.9.7 Quality Assurance.
- 1.9.8 Conduct of Operations

- 1.9.9 Motor Vehicle Safety
- 1.9.10 Radiological Transportation Program

1.10 COUNTERINTELLIGENCE

1.11 ENVIRONMENTAL COMPLIANCE & PERMITS

- 1.11.1 NEPA
- 1.11.2 Permits
- 1.11.3 Existing Non-Compliant Conditions/Corrective Action Plans
- 1.11.4 Sitewide Environmental Monitoring
- 1.11.5 Resource Management
- 1.11.6 Interfaces
- 1.11.7 Environmental Reporting

1.12 LABORATORY OPERATIONS & ENGINEERING SERVICES

- 1.12.1 NE Programs.
- 1.12.2 Energy & Environmental Engineering and Science Programs
- 1.12.3 Analytical Lab and Engineering Services
- 1.12.4 National Programs
- 1.12.5 Strategic Planning (Institutional Plan) & New Missions
- 1.12.6 Technical Library

1.13 TECHNOLOGY PROGRAMS & OPERATIONS

- 1.13.1 National Security Programs & SMC
- 1.13.2 Technology Transfer & Technology Partnerships
- 1.13.3 Test Reactor Area
- 1.13.4 Radiological Environmental Services Laboratory (RESL)

1.14 INFRASTRUCTURE

- 1.14.1 Infrastructure Program Management & Development
- 1.14.2 Real Property Life-Cycle Management and Integration
- 1.14.3 Operational Services
- 1.14.4 Facility Inactivation & Decommissioning
- 1.14.5 Maintenance Services – Direct Funded
- 1.14.6 Physical Assets Maintenance & Operations – Indirect Funded
- 1.14.7 Value Engineering
- 1.14.8 EBR-I
- 1.14.9 Common Use Facilities
- 1.14.10 Space & Area Planning
- 1.14.11 Standards & Calibration Laboratory
- 1.14.12 Facility Upgrades (GPP/LICP)
- 1.14.13 General Purpose Capital Equipment
- 1.14.14 Line Item Capital Projects (placeholder)

1.15 ICP & EM PROGRAMS

- 1.15.1 Clean/Close INTEC (SNF, HLW, calcine, NRC licenses)

- 1.15.2 Clean/Close TAN (TAN 607, LOFT, TSF)
- 1.15.3 Clean/Close RMWC (includes AMWTP operations, TRU, SDA, OU 7-10)
- 1.15.4 Balance of Cleanup (TRA completion, PBF/WERF/WROC, CFA, SMLTO)
- 1.15.5 MLLW Backlog

Appendix E: FBS~WBS Crosswalk

NOTE: Due to privacy concerns, names of individuals who presently hold positions in BBWI's and ANL-W current organizational structure will be provided only to competitors who have already identified to the Contracting Officer their intention to submit a proposal and to other competitors that specifically request it. Address requests to Cheryl A. Thompson, Contracting Officer, at thompsonca@id.doe.gov. Information provided must be kept confidential.

| NE-ID Functional Area (Primary/Alternate POC) | ANL-W WBS (POC) | BBWI INEL WBS (POC) | BBWI ICP WBS (POC) | ICP Contractor (POC) | INL Contractor (POC) |
|--|--------------------|------------------------|-----------------------|-------------------------|-------------------------|
| | | | | | |
| TEAM LEAD | | | | | |
| 1.1 COMMUNICATIONS | | | | | |
| 1.2 LEGAL | | | | | |
| 1.3 HUMAN RESOURCES | | | | | |
| 1.4 LABOR RELATIONS | | | | | |
| 1.5 TRAINING & EMPLOYEE CONCERNS | | | | | |
| 1.6 IT SYSTEMS & RECORDS | | | | | |
| 1.7 BUDGET, FINANCE & PROCUREMENT | | | | | |
| 1.8 SECURITY | | | | | |
| 1.9 SAFETY & HEALTH | | | | | |
| 1.10 COUNTERINTELLIGENC E | | | | | |
| 1.11 ENVIRONMENTAL COMPLIANCE & PERMITS | | | | | |
| 1.12 LABORATORY OPERATIONS & ENGINEERING SERVICES | | | | | |
| 1.13 TECHNOLOGY PROGRAMS & OPERATIONS | | | | | |
| 1.14 INFRASTRUCTURE | | | | | |
| 1.15 ICP & EM PROGRAMS | | | | | |