

GTRI

Continuous Improvement

Kathleen Larese
GTRI Domestic Southwest (SW)
Team Lead



Sandia National Laboratories is a multi-program laboratory managed and operated by Sandia Corporation, a wholly owned subsidiary of Lockheed Martin Corporation, for the U.S. Department of Energy's National Nuclear Security Administration under contract DE-AC04-94AL85000.



PROGRAM GOALS

- Protecting the Nation
- Growing the GTRI Program
- SNL recognized for good Project managers, as well as, Technical Experts
- Assure QUALITY to the customer
- Improve data fidelity and content in G2



Policies, Processes, Procedures

Policy

- Guiding principle used to set direction
- What GTRI/Corporate policies impact our work?

Process

- Should be represented in a flowchart
- May cover several procedures
- Developed at Highest Level Possible to drive standardization and efficiency

Procedures

- Series of steps to be followed as a consistent and repetitive approach.
- Developed at Highest Level Possible to drive standardization and efficiency

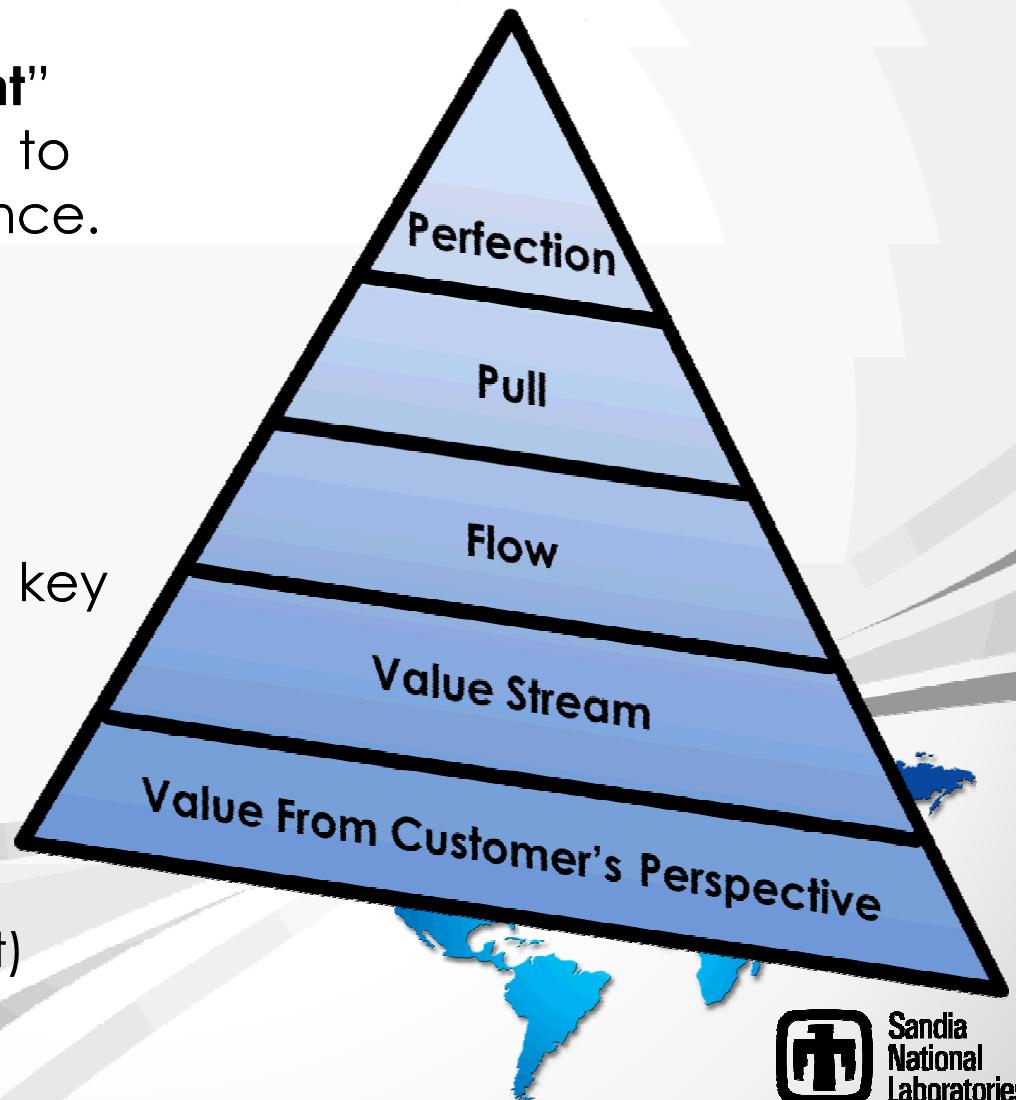
Guidelines

- Historically known by many other names
 - Work instructions
 - Suggested Practice
 - Best Practice



Lean Improvement

- “**Continuous Improvement**” and “**Respect for People**” to achieve business excellence.
- Compels rigor in solving problems
- Structured team-based approach
- Improvement focused on key metrics
- Tools
 - Value streaming
 - Kaizen
 - PDCA (Plan Do Check Act) cycle



High Level Results

- Proactive process development
- Metric driven improvement
- Strategic content development
- Lean improvements lead to manageable workloads
- Build trust through success
- Invest in personnel through training and certifications



5 Process Events Recently Held



November 2011
GTRI Content
Development Event

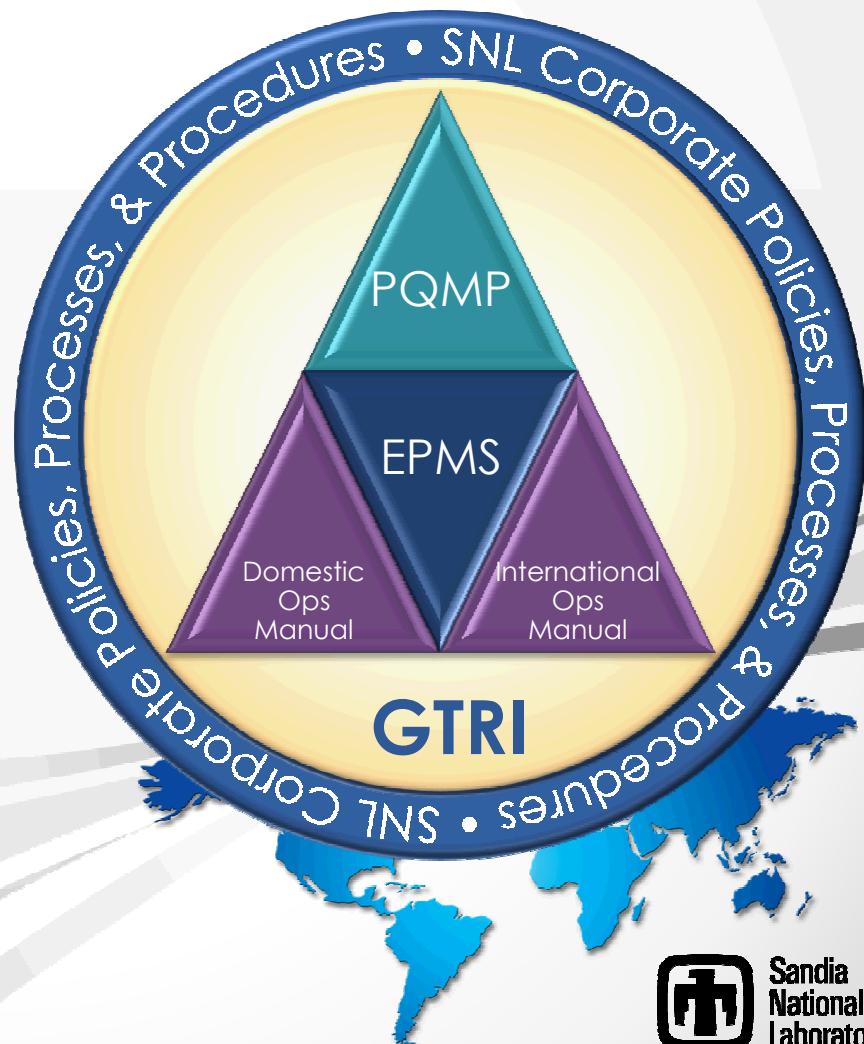
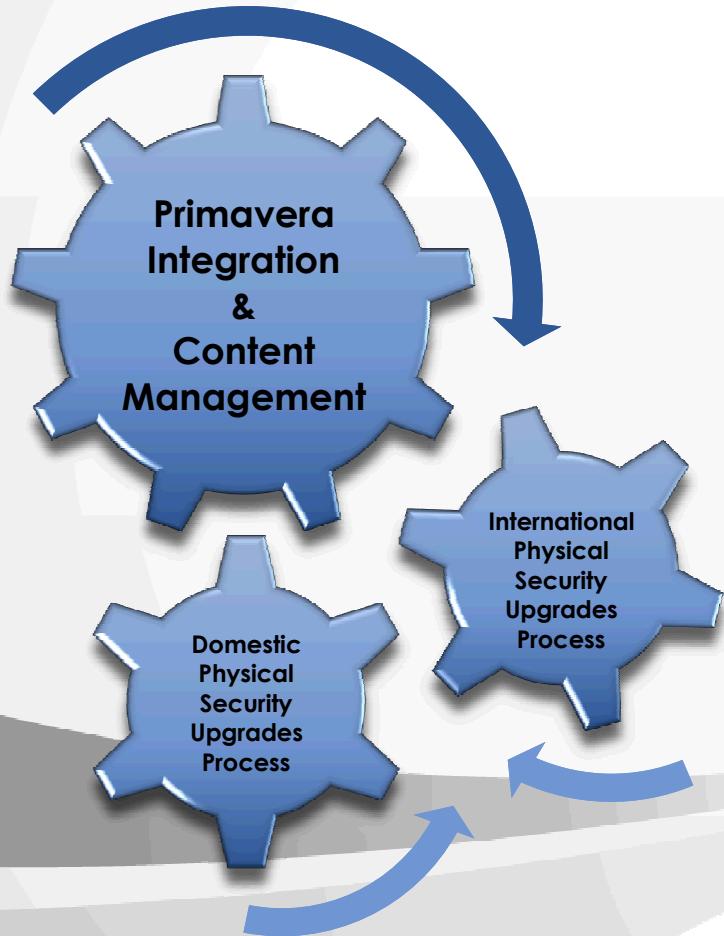
December 2011
P6 Process
Mapping Event

January 2012
PPE Working
Group Event

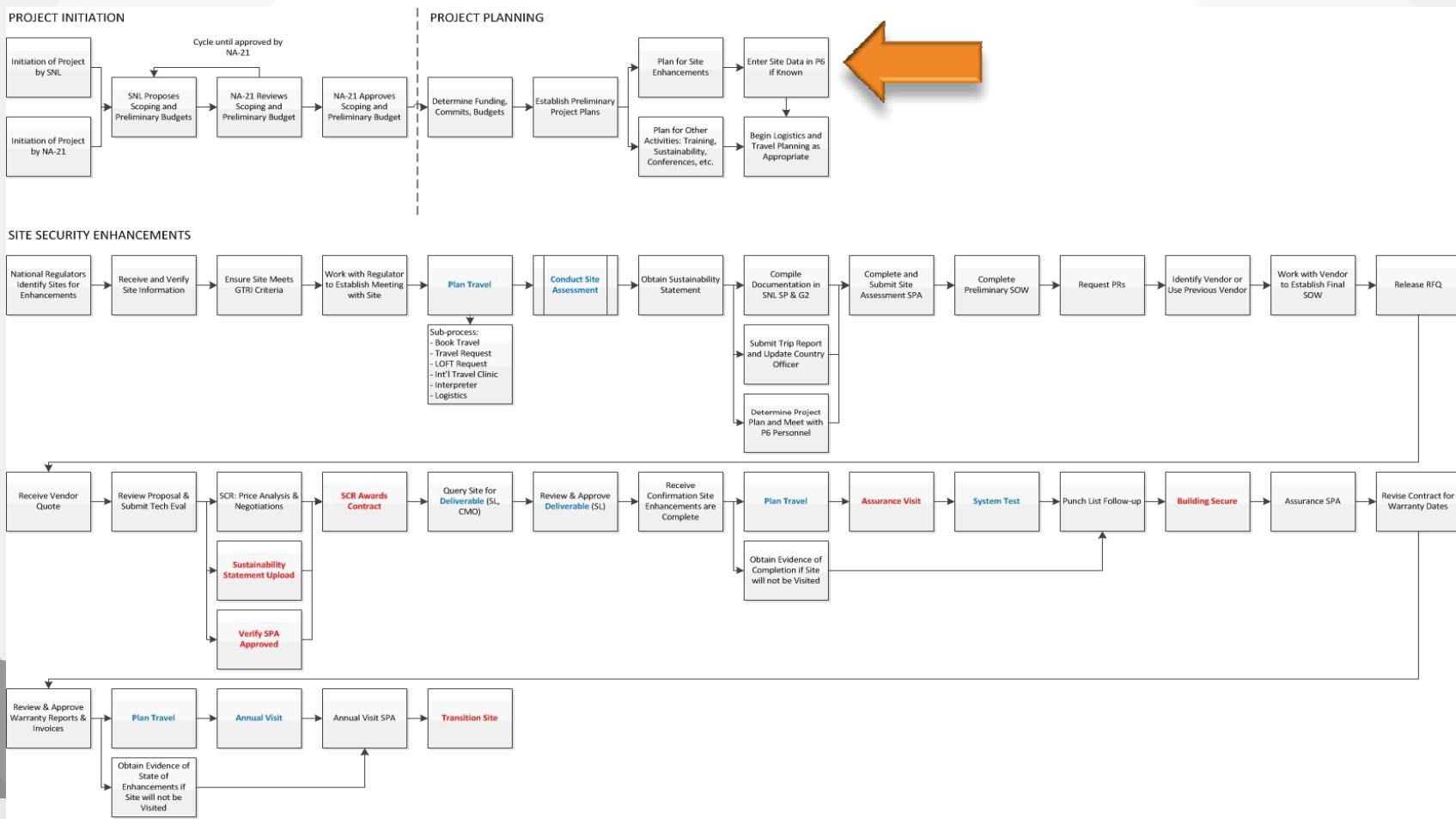
January 2012
Domestic Process
Mapping Event

January 2012
International Process
Mapping Event

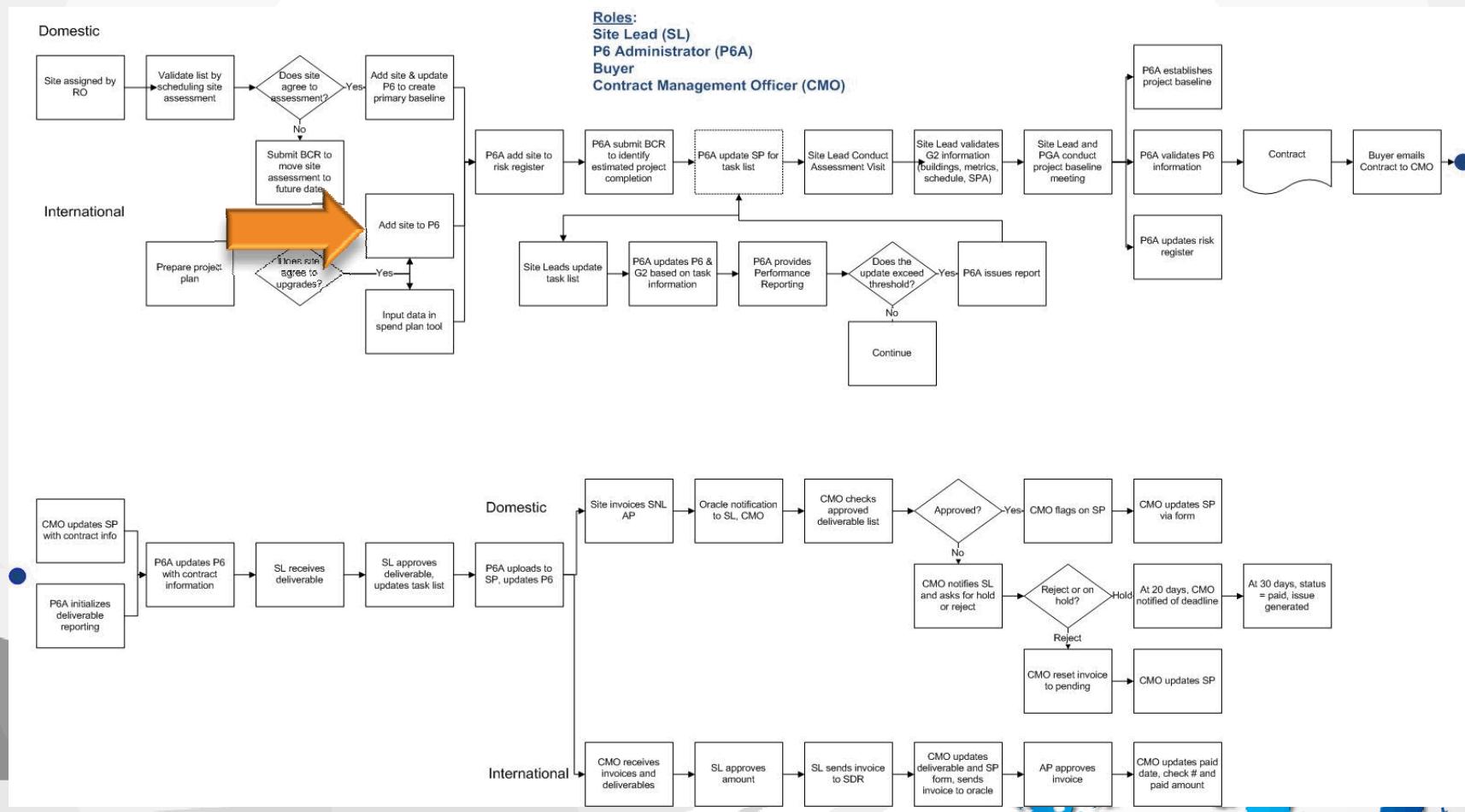
Continuous Improvement



International Future State



Primavera Integration Process



November 2011
 GTRI Content
 Development Event

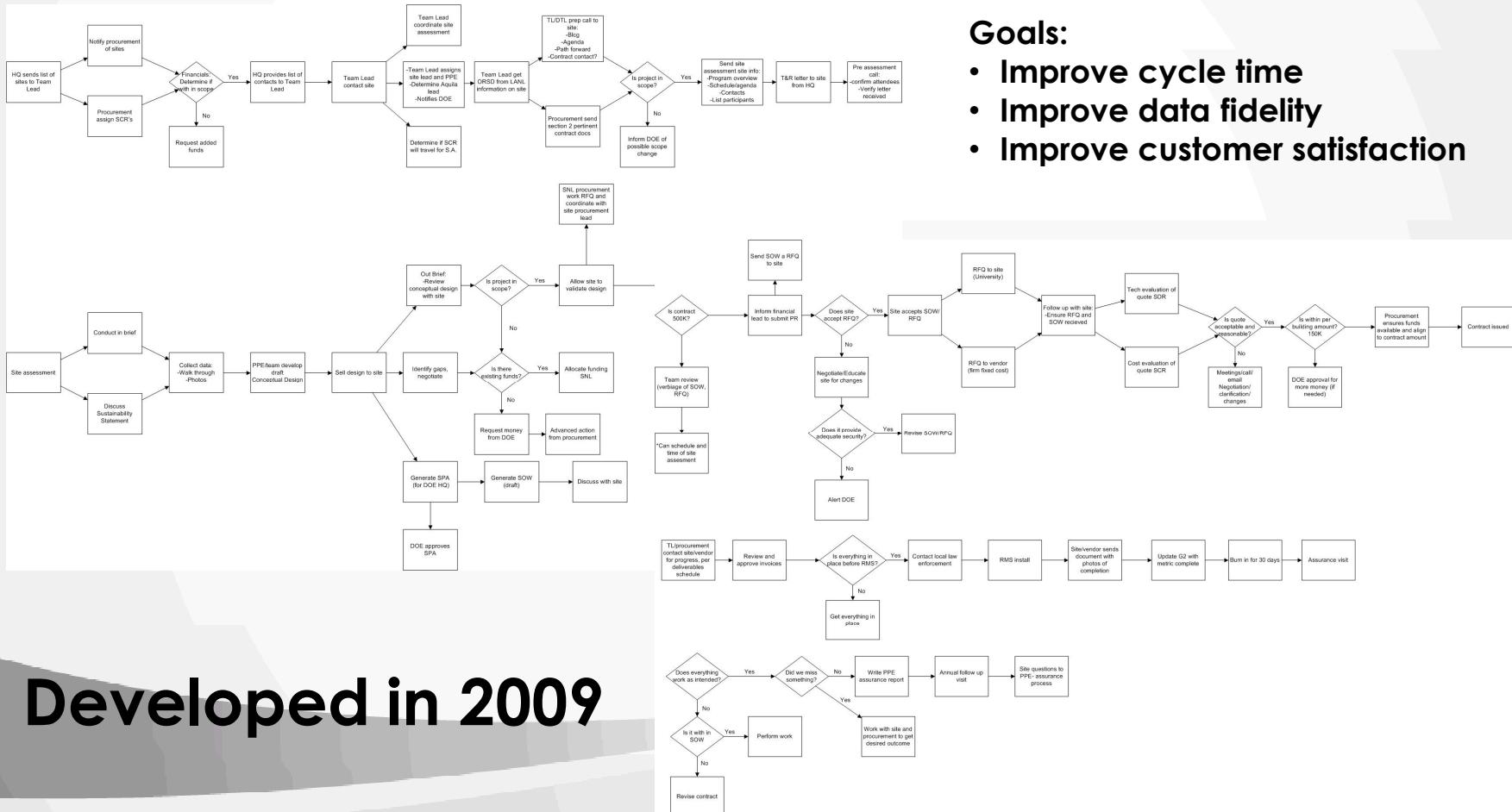
December 2011
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 International Process
 Mapping Event

Current State



Developed in 2009

November 2011
GTRI Content
Development Event

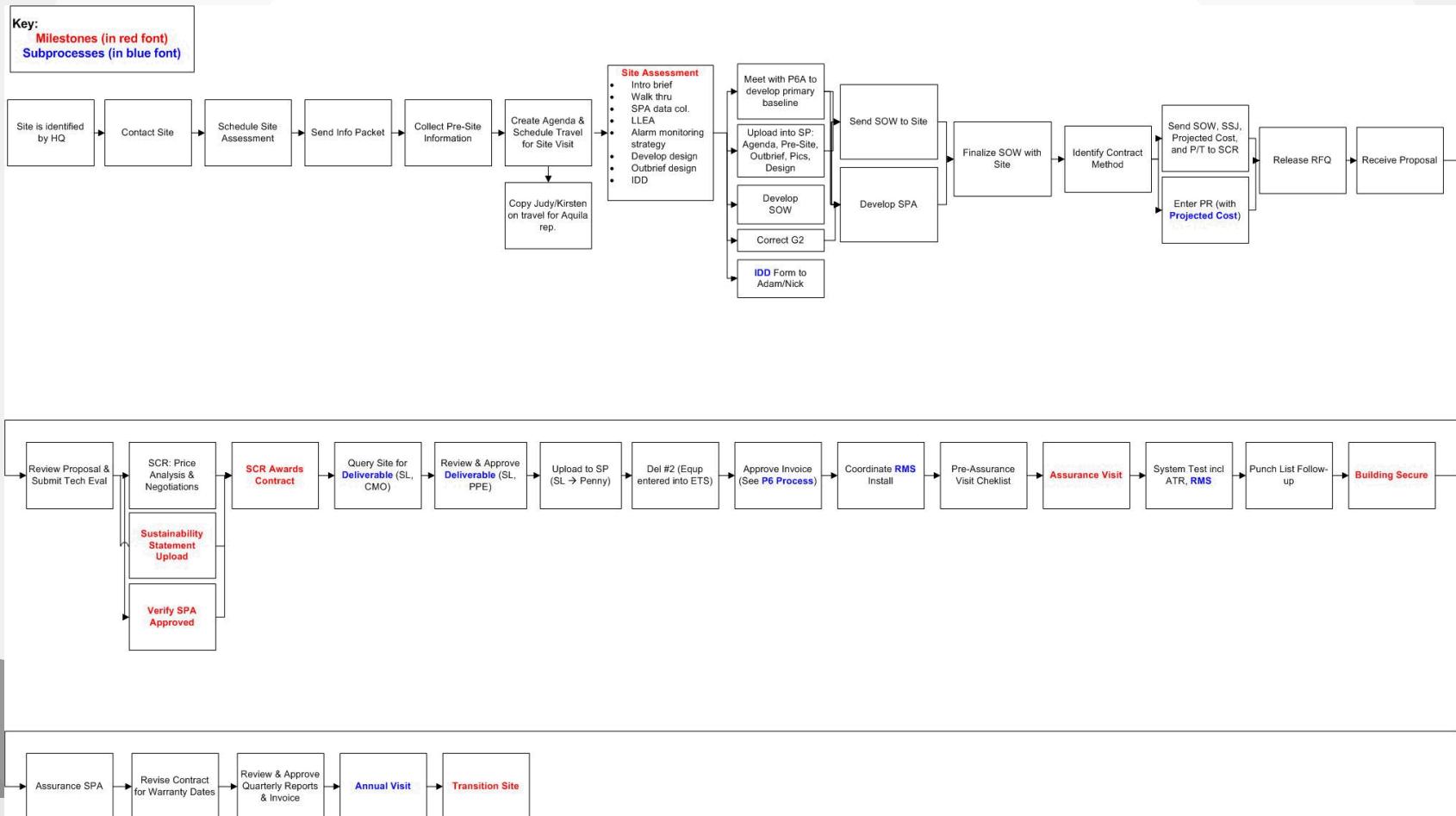
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International Process
Mapping Event

Domestic Future State



November 2011
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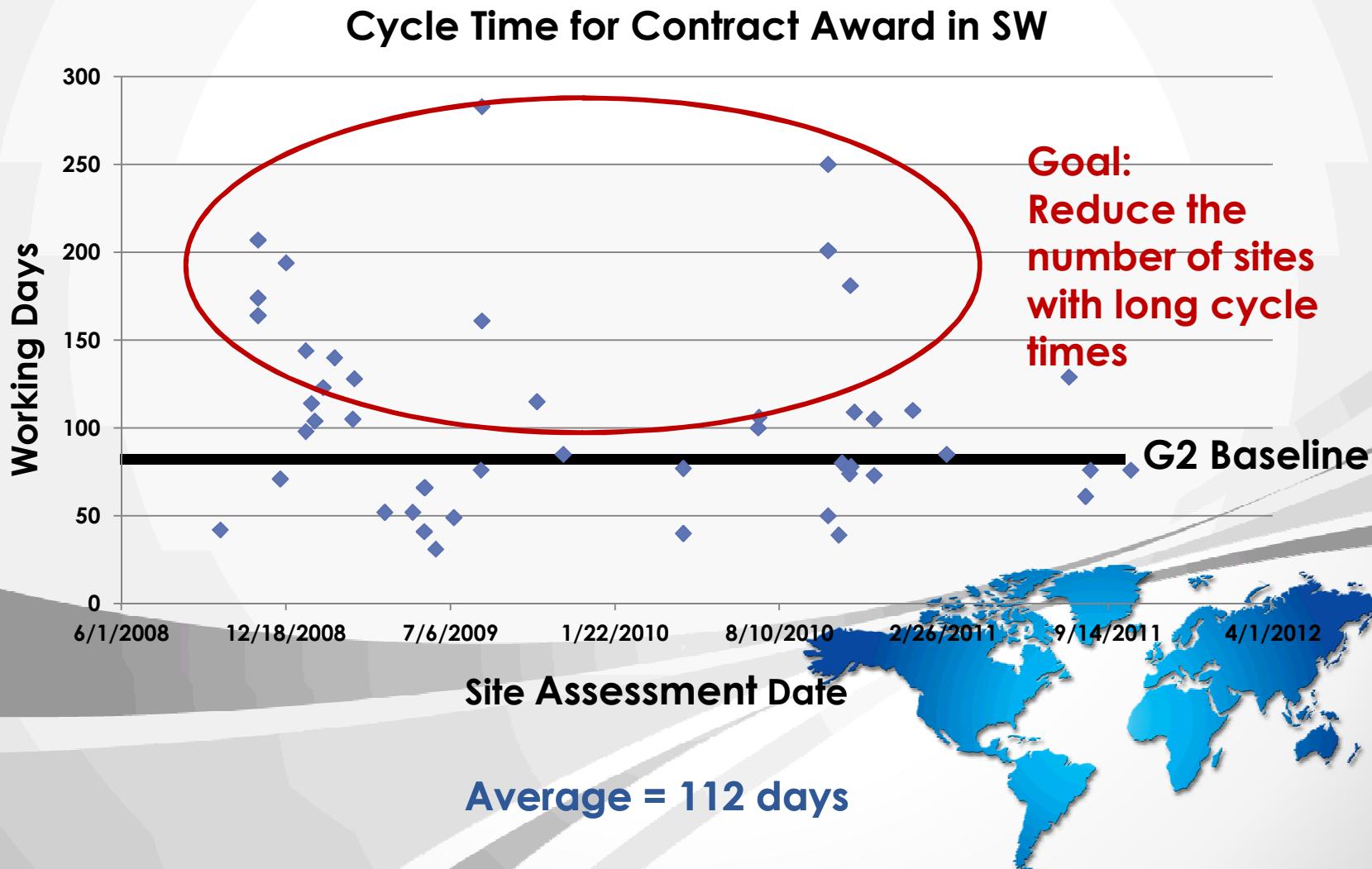
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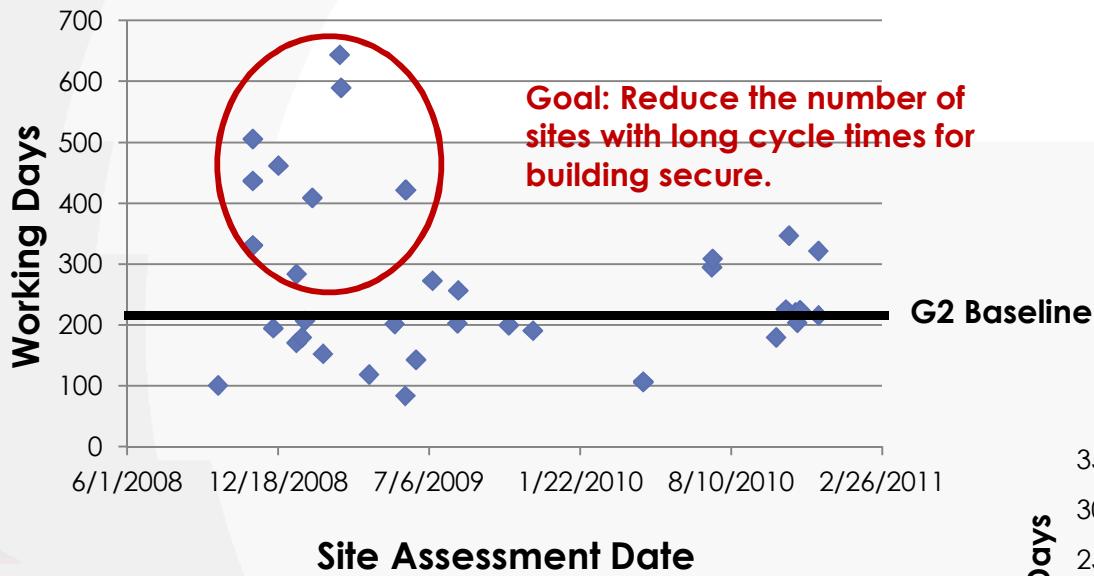
January 2012
International Process
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Metric Driven Improvement



Metric Driven Improvement

Cycle Time for Building Secure



Average Cycle Time for Building Secure by State



Metric Driven Improvement

Southwest Portfolio (including legacy sites)*

Description	# sites	# metrics	Average cost per metric	Low	High	Std Dev
All SW & NE (excl M&D, RTR)	37	100	\$107,870.25	\$ 29,955.81	\$ 449,221.20	\$ 82,983.82
SW	32	88	\$113,930.17	\$ 29,955.81	\$ 449,221.20	\$ 87,301.91
CA	10	24	\$150,462.18	\$ 48,187.50	\$ 449,221.20	\$ 53,412.13
CO	4	7	\$176,919.38	\$ 72,541.07	\$ 355,717.68	\$ 47,787.33
TX	15	48	\$ 84,317.68	\$ 44,618.00	\$ 146,466.00	\$ 39,593.83
Contract with site	11	32	\$133,862.35	\$ 42,994.00	\$ 449,221.20	\$ 136,404.44
Contract with vendor	26	68	\$ 96,873.59	\$ 29,955.81	\$ 212,750.17	\$ 45,285.79
M&D, RTR	11	17	\$527,033.98	\$113,394.00	\$ 1,419,332.86	\$444,689.08
M&D, RTR Site contract	8	11	\$656,499.99	\$183,281.00	\$ 1,419,332.86	\$459,620.15
M&D, RTR Vendor contract	3	6	\$181,791.30	\$113,394.00	\$ 211,375.00	\$ 59,413.30

Southeast Portfolio*

Description	# sites	# metrics	Average cost per metric	Low	High	Std Dev
All SE (excl RTR)	44	75	\$114,690.36	\$ 20,192.00	\$ 239,987.06	\$ 48,000.46
FL	11	18	\$123,246.13	\$ 91,861.16	\$ 229,715.45	\$ 41,424.88
GA	6	14	\$121,615.02	\$ 47,465.92	\$ 239,987.06	\$ 72,131.21
NC	15	23	\$104,559.04	\$ 20,192.00	\$ 178,569.47	\$ 49,457.63
TN	4	5	\$113,444.50	\$ 91,498.00	\$ 138,055.00	\$ 23,062.95
Contract with site	12	20	\$113,634.46	\$ 20,192.00	\$ 239,987.06	\$ 71,082.46
Contract with vendor	32	55	\$115,086.33	\$ 47,465.92	\$ 203,147.63	\$ 37,449.17
RTR	1	1	\$162,090.00			

*These numbers are unb burdened.

Goals:

- Better financial forecasting
- Improved cost estimates for procurement
- Site assessment planning should incorporate extra metrics to make up for the difference.

Q&A



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Background Slides



Prioritized Areas

- Primavera implementation
 - Documenting Risk, Change Control, Lessons Learned
- Domestic mapping improvement
 - Focus on improving cycle times, reducing bottlenecks
- International mapping
- Content Development
- Financial Planning Process



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November 2011 GTRI Content Development Event



**November 2011
GTRI Content
Development Event**

December 2011
P6 Process
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Mapping Event

EVENT / PROJECT CHARTER

Event/ Project Description:

GTRI Content Development

Preliminary Objectives:

- Identify content for the GTRI program documents
- Identify processes that need to be defined and mapped
- Reduce/avoid overlap of content in documents
- Implement Consistent Terminology across the program
- Determine what templates will be used and what they will look like (common look & feel)
- Formalize change control process
- Identify and formalize training and QA process

Customer Demand & Constraints:

- Include any customer demand rates or schedules
- Include any constraints that are not part of scope

Process Information:

- Include related procedures/work instructions /operating procedures

Event / Project Dates:

Dec. 1, 2011 – Jan. 31, 2012

Team Members:

Champion: Bill Rhodes

Team Leader: Dan Briand

Team Members: Dave Ek, Michelle Potter, Laura Owens, Michal Kuca, Carrie Wood, Kathleen Larese, Corrine Harvey, Geoff Zehnder, David Schneider, Kathy Loeppky, Mike Itamura, Janine Donnelly, Mike Williams

Return on Investment:

- Include Estimated Cost
- Include Estimated Capacity Increase

Value Stream Tie and/or Business Objective Tie:

- Specifically list value stream or business objective

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Current State

Operations Guide

- Owner: 6811 Manager
- Topics:
 - Mission
 - Corporate Guidance
 - GTRI Overview
 - RRAA/Org Chart
 - Staff Training/Qualification
 - PWP, Cost Prp, Budget, Spend Plan
 - Foreign Travel & Export Control (Policy)
 - Security Policy
 - R&A Process
 - Records Management
 - G2 Input (empty)
 - Acronyms

Staff Directory

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January 2012
International Process
Mapping Event

Project Management Plan

- Owner: 6811 Manager
- Topics:
 - Program Management Goals
 - Management Documents and Infrastructure
 - Management Structure/Roles & Responsibilities
 - Work Breakdown Structure
 - Portfolio/Project Management Model
 - Program management (tie to policy areas)
 - Records management



Current State

Domestic Handbook

- Owners: Domestic TIs
- Topics:
 - Program Overview (PEP/Joule)
 - Process Overview
 - Org Chart
 - RRAA
 - Travel Guidelines
 - Communication (HQ, Team, Site)
 - Procurement
 - SPA
 - Managing Deliverables
 - Managing Invoices
 - IDD
 - RMS
 - Financial Analysis (Budget, Projections)
 - G2 (Access/Proxy, BCR)
 - Records Management (doc naming, file structure, SP/G2 SP)

International Handbook

- Owners: TBD
- Topics:
 - To be developed



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Consistent Terminology

- Ambiguous/Context Dependent Terms
 - Program
 - Portfolio
 - Project
 - WBS
 - Site
 - Metric
 - Deliverable
 - Milestone
 - Annual/Sustain
 - Commitments (PR/PO)
 - Carryover – uncosted, uncommitted
 - Funds available
 - Project/site lead
 - Team lead
 - Authorized funding
- Planned Dates
- Forecast Dates
- Baseline Dates
- Baseline



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Future State

POLICIES

Management Structure	PM - Reference GTRI PM Guidance	ILMS/ISMS	Financial Management	Risk	Records Mgmt
Roles	GTRI Memo Guidance	Training	Internal Controls for Finance	Lessons Learned	SNL/DOE/Location
HR - Staff	Protect Document	ES&H		Best Practices	Derivative Classification
New Business Development	Work Breakdown	Travel - LOFT			Information Protection
Strategic Planning	Metrics - Driver	Export Control Equipment			Export Control Docs - LOFT
Zipper Plan	HD Guidance	Procurement			EIMS
		Property			Closeout
		Safeguards & Security			
		QA - Corp Governance			
		Terminology			

PROCESSES

Initiation:	Planning:	Execution:	Control:	Closeout:	
Customer engagement/communication	Budget Calls from NA-21	PS Design	Control of Records - Retention	Lessons Learned	
	Planning Process (Domestic/Intl)	Property Transfer	Deliverables, Work, Schedule, Costs	Records	
	Metrics - Planned & Controlled	Physical Protection Upgrades	Change Control		
Staffing		Contracts	Tracking Costs & Commits (HQ)		
Export Control		Enrollment - G2	Invoices		
Risk Mgmt		G2 Milestones	P6 Implementation		
Control of Documents - Classification & Naming		Cost Performance Rptg - NAFD Uploads	SharePoint content - file mgmt/structure		
Deliverables		International Travel	G2 Documents (Data, Input, Reporting)		
Sustainability		Allocation of Funding & Costs	Quality Assurance - Control		
Kick Off Meetings		Travel - Domestic			
		RMS			
		IDD			
		Issues			

PROCEDURES

Responsibilities, Authorities, Accountabilities		
Subject Matter Experts - Identify		
Weekly Accomplishments		
Bringing in consultants/badging		
Financial Reporting		
Training		
Communication Plan		
Project Plans		
Succession Planning		
International Trips		

Significant Issues

Suggestions for Improvement

PMForum, Inc.
Follow-up TopicsSuggestions for
March PMIT
MeetingSuggestions for
Future
ConsiderationNovember 2011
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Financial Process



**November 2011
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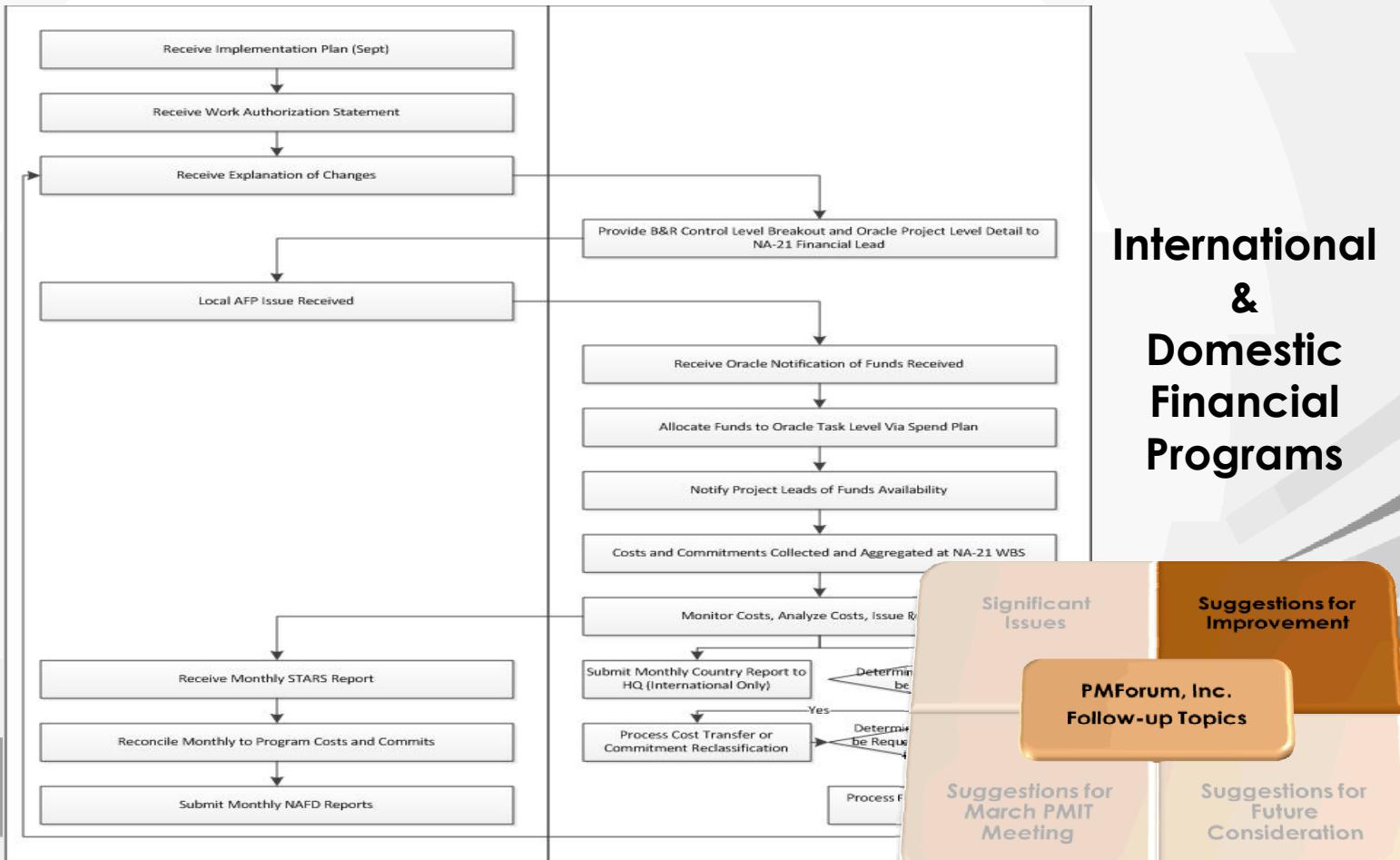
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Group Event**

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Mapping Event**

**January 2012
International Process
Mapping Event**

GTRI Financial Process Map

**NA-21
Financial
Lead**



International & Domestic Financial Programs

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Mapping Event**

**January 2012
International Process
Mapping Event**

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December 2011 P6 Process Mapping Event



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Group Event

January 2012
Domestic Process
Mapping Event

January 2012
International Process
Mapping Event

P6 PROCESS MAPPING EVENT CHARTER

<p>Problem Description:</p> <ul style="list-style-type: none"> • Determine how information will flow from HQ and the teams into P6 and G2. • Determine how data will be validated in both P6 and G2 (BCRs). • Incorporate risk model into process. • Determine how P6 will be utilized for projections and planning. 	<p>Event / Project Dates:</p> <ul style="list-style-type: none"> • December 22 - 23, 2011
<p>Preliminary Objectives:</p> <ul style="list-style-type: none"> • One stop shopping for schedule, finance and deliverables • Reduce amount of rework for updating schedules • Determine roles, responsibilities, authorities and accountabilities for personnel involved in this process • Develop a documented process that can be implemented • Establish a communication and training plan • Identify procedures to be developed 	<p>Team Members</p> <p>BB: Kathleen Larese Team Leader: Dan Briand Members: David Schneider, Carrie Wood, Dave Ek, Geoff Zehnder, Laura Owens, Corrine Harvey</p>
<p>Customer Demand & Constraints:</p> <ul style="list-style-type: none"> • Funding • Staffing • Travel schedule • Data fidelity (garbage in, garbage out) • Arbitrary planning dates in G2 	<p>Return on Investment:</p> <ul style="list-style-type: none"> • Reduce rework • Improved data fidelity • Improved customer satisfaction
<p>Process Information:</p>	<p>Value Stream Tie and/or Business Objective Tie:</p> <ul style="list-style-type: none"> • Continual improvement

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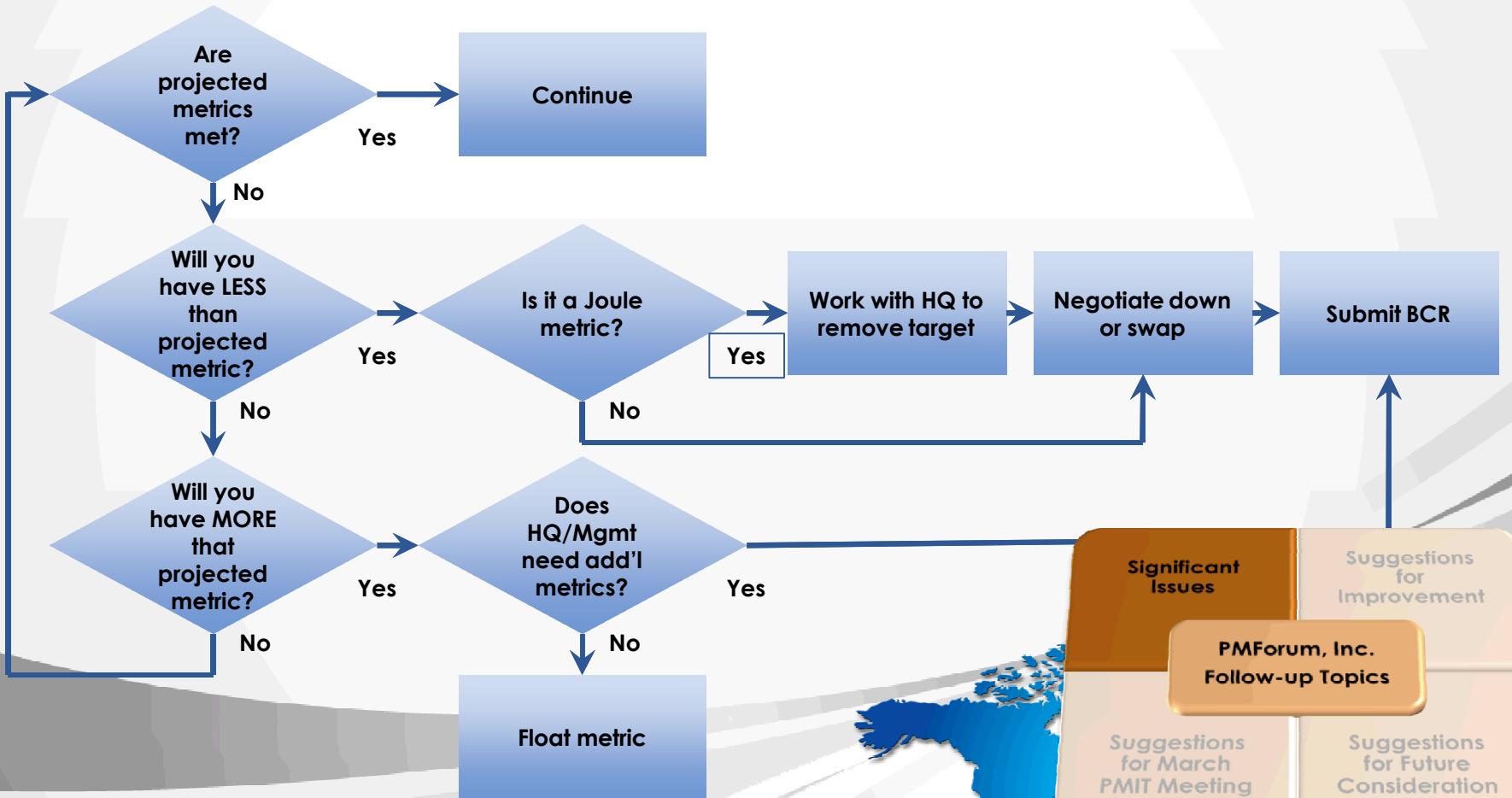
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 Mapping Event

Baseline Change Management Process



November 2011 GTRI Content Development Event

December 2011 P6 Process Mapping Event

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January 2012 PPE Working Group Event



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Development Event

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Group Event

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January 2012
International Process
Mapping Event

PPE WORKING GROUP EVENT CHARTER

Problem Description:

- In order to maintain Sandia's position as the technical expert in the field of physical protection, a PPE working group will be stood up to support technical research and other activities for GTRI work at Sandia.
- The team will function collaboratively with the goal of presenting a unified voice from SNL to DOE HQ to address technical and programmatic issues.
- The team will develop processes and subsequent procedures and templates for their work activities. These will be revised periodically by the group.
- The team will agree upon a decision making strategy that will be supported by all members.

Event / Project Dates:

- January 4, 2012

Preliminary Objectives:

- Develop an environment of teaming, respect, and professionalism among the PPE community.
- Encourage information sharing among peers
- Identify and prioritize PPE working group activities
- Determine what documents PPEs should revise
- Assign SMEs

Team Members

BB: Karen Shin
 Members: Doug Adams (SE), Mark Baumann (SE), John Whittenberg (SE), Jose Salazar (SW), Mike Williams (SW)

Resources:

- Marla Clary (templates)
- Martin Sandoval, Michal Kuca (SE)
- Kathleen Larese, Meghan Van Den Avyle (SW)
- Dan Briand (DOE customer guidance)

Customer Demand & Constraints:

- Travel schedule
- Ad hoc DOE requests
- Existing work priorities

Return on Investment:

- Improved relationship with customer
- Increase effectiveness of PPEs through standardization, sharing of best practices

Process Information:

- Existing processes, procedures & templates, Domestic Protection Process, Protect Doc

Value Stream Tie and/or Business Objective Tie:

- Continual improvement

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PPE Working Group Activities List

1. Standardization / Consistency

- Site vulnerability assessment and Design validation
 - Analysis tool (pre / post design evaluation)
- Designs / Lessons Learned
 - Hospitals / Blood banks / University research laboratories / Blood donation centers
 - RTRs
 - Panoramic irradiators
 - Other industrial radiological facilities
- Off-site monitoring strategy (PD / third party)
 - IDS
 - RMS
- Sustainability / Lessons Learned
 - Design update strategy (based on latest GTRI guidance)
 - Product reliability / Trends / Data collection

2. Efficiency / Tools / Templates

- Assessment tools
 - Data collection sheet / Response information / Pre-assessment checklist
 - Out-brief template
- Statement of Work (SOW)
- Site Protection Assessment (SPA)
 - Revision control (VA / Compromised design / Post upgrade modifications)
 - Users guide / Standard wording

- Peer Reviews

- Assurance visit tools

- Test procedures
- Report / Punch-list

3. Subject Mater Expertise / Innovation

- Technologies

- Detection

- RMS / Tamper seal (Aquila Engineer / Jose)
- Sensors (Mike / Jose)
- Video (Jose / Doug)
- AC&D (IT / Integration) (Doug / Jose)

- Delay (Mark / Mike)

- Secure Cabinets / Safes
- Barriers
- IDD

- Response (John / Mike)

- Training
- Procedures

- Certifications / Standards

- CPP / PDP
- Technical conferences

- New tools for the future

- Detection, Delay, Response

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GLOBAL THREAT REDUCTION INITIATIVE

Action Items	Responsible	Due Date	Notes
PPS Design Philosophy Meeting	Mark (coordinate)	1/31/12	Meeting during Lessons Learned
SOW Update	Mark, Tech Writer	3/30/12	
SOW Introduction Section	Mike	2/15/12	
Alarm Reporting Strategy, Third Party Monitoring, and SOW wording	Mark	1/11/12 2/15/12	
Additional Comments	Jose & Mike	2/15/2012	
Update SOW Templates	Mark, Michal, TW	2/15/2012	
Final Review of SOW	PPE WG, Mark (coordinate)	3/15/2012	
Conduct Annual Review of SOW	PPS WG, Mark (coordinate)	1/2013	
Pre-Site Assessment Checklist	Jose	1/30/12	
Update Site Assessment Tools	John	3/30/12	
IDD Checklist	Mark	8/30/12	
SPA Wording / Consistency	Kathy	5/31/12	
Develop PPE Assessment and Assurance Process Map	PPE WG, Mark	10/28/12	
Define Roles and Responsibilities	Kathleen & Martin	8/30/12	

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January 2012 Domestic Process Mapping Event



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Mapping Event

DOMESTIC SITE PROTECTION PROCESS MAPPING EVENT CHARTER

<p>Problem Description:</p> <ul style="list-style-type: none"> The current state process map needs to be updated to reflect the changes implemented after the last event (i.e. P6 implementation, documented planning process) 	<p>Event / Project Dates:</p> <ul style="list-style-type: none"> January 5, 2012
<p>Preliminary Objectives:</p> <ul style="list-style-type: none"> Update roles, responsibilities, authorities and accountabilities for personnel involved in this process Develop a documented process that can be implemented Establish better communication Identify procedures to be developed Improve teamwork 	<p>Team Members</p> <p>BB: David King Team Leader: Dan Briand Members:</p> <ul style="list-style-type: none"> Martin Sandoval, Michal Kuca (SE leads) Kathleen Larese, Meghan Van Den Avyle (SW leads) Doug Adams, Mark Baumann, John Whittenberg (SE) Jose Salazar, Mike Williams (SW) James Burt, Anne Rimbert (Procurement) Laura Owens (Finance) Corrine Harvey (Project Admin.)
<p>Customer Demand & Constraints:</p> <ul style="list-style-type: none"> Funding Staffing Travel schedule Ad hoc DOE requests 	<p>Return on Investment:</p> <ul style="list-style-type: none"> Improved cycle time Improved data fidelity Improved customer satisfaction
<p>Process Information:</p> <ul style="list-style-type: none"> Existing processes, procedures & templates, Domestic Protection Process, Protect Doc 	<p>Value Stream Tie and/or Business Objective Tie:</p> <ul style="list-style-type: none"> Continual improvement

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January 2012 International Process Mapping Event



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Mapping Event

INTERNATIONAL SITE PROTECTION PROCESS MAPPING EVENT CHARTER

Problem Description:

- The future state process map needs to be developed to document process and reflect recent activities (i.e. P6 implementation, documented planning process)

Event / Project Dates:

- January 9, 2012

Preliminary Objectives:

- Identify roles, responsibilities, authorities and accountabilities for personnel involved in this process
- Develop a documented process that can be implemented
- Establish better communication
- Identify procedures to be developed
- Improve teamwork

Team Members

Greenbelt: Meghan Van Den Avyle
 Team Leader: Dan Briand
 Members: Dave Ek, Paul Justice, Jim Lloyd, Robert Martinez, Mike Strosinski, Mike Itamura, Mike Williams, Scott Brooks, Carrie Wood, Laura Owens, Isaac Peddy-Coart, Justin Hogan, Janine Donnelly

Customer Demand & Constraints:

- Funding
- Staffing
- Travel schedule
- Ad hoc DOE requests

Return on Investment:

- Improved cycle time
- Improved data fidelity
- Improved customer satisfaction

Process Information:

- Existing processes, procedures & templates, International Protection Process, Protect Doc

Value Stream Tie and/or Business Objective Tie:

- Continual improvement

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Significant Issues

Suggestions for Improvement

GTRI **Continuous Improvement**

Follow-up Topics

Suggestions for
March PMIT
Meeting

Suggestions for
Future
Consideration



SIPOC Diagram

SUPPLIER

INPUT

PROCESS

OUTPUT

CUSTOMER

GTRI Scope of Work

Protect Doc

Ops Guide

GTRI PMP

PM Plan (Policy Doc)

SNL Corporate Policies

Domestic Handbook

GTRI Strategic Plan

International Handbook

New System Requirements

Sharepoint

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Development Event

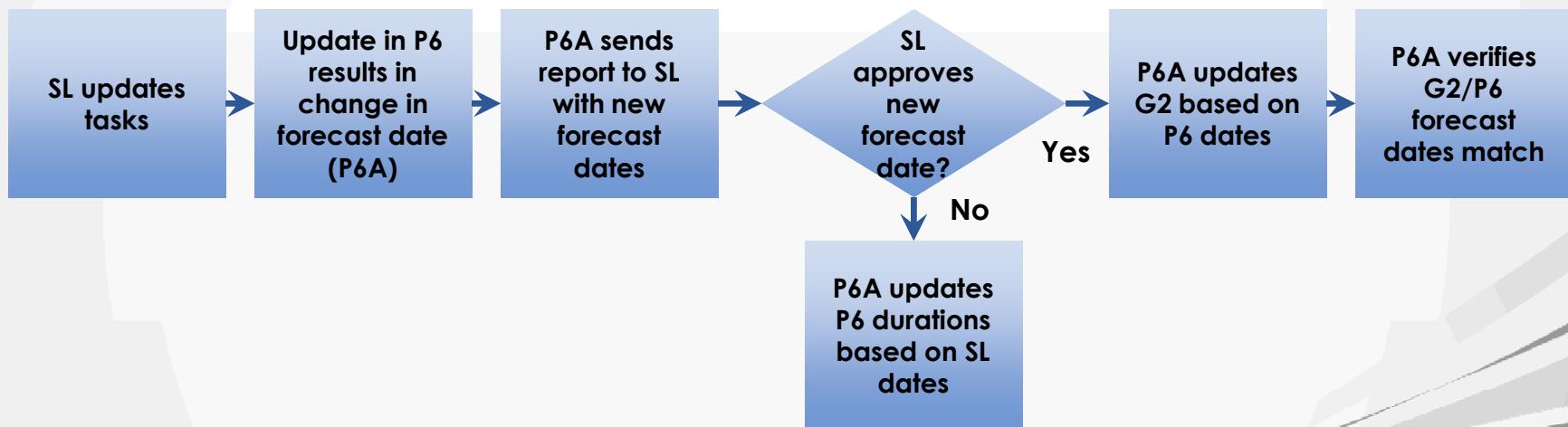
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Date 2012
International Process
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G2 Updates



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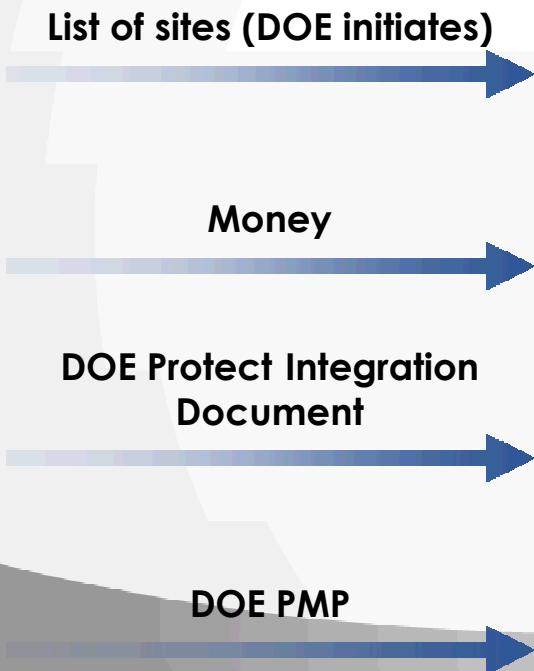
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Date 2012
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IPO Diagram

Input



Process

- **Site Upgrade Process**
 - Assessment Visit
 - Develop SOW
 - Submit SOW
 - Develop RFQ to site or vendor
 - Negotiate contract
 - Place contract
 - RMS install
 - Vendor ensures integrated contract
 - Assurance Visit
- **Assurance Process**

Output

Building with security upgrade



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P6 Process
Mapping Event

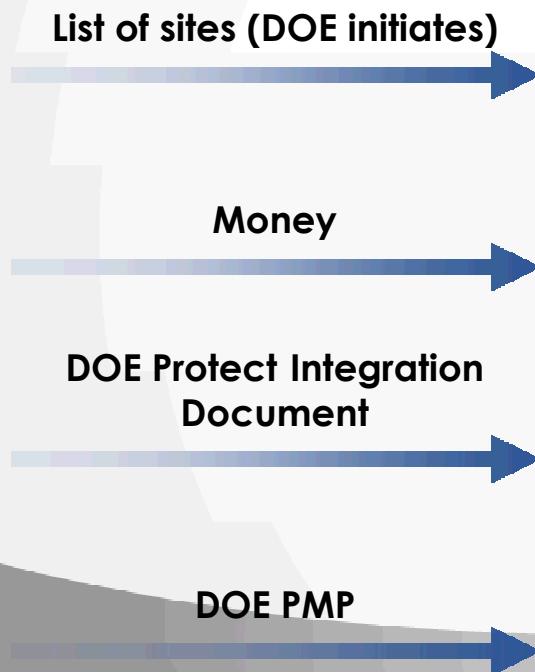
January 2012
PPE Working
Group Event

January 2012
Domestic Process
Mapping Event

Date 2012
International Process
Mapping Event

IPO Diagram

Input



Process

- **Site Upgrade Process**
 - Assessment Visit
 - Develop SOW
 - Submit SOW
 - Develop RFQ to site or vendor
 - Negotiate contract
 - Place contract
 - RMS install
 - Vendor ensures integrated contract
 - Assurance Visit
- **Assurance Process**

Output

Building with security upgrade

Final Report → DOE



November 2011
GTRI Content
Development Event

December 2011
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Mapping Event

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Mapping Event

GLOBAL THREAT REDUCTION INITIATIVE

Action Items	Responsible	Due Date	Notes
Develop projection process	Laura, TL, Procurement, P6A	3/30/12	Aimed at getting rid of tracker
Calculate average cost for 1, 2, 3... metric for SW & SE	Kathleen & Martin	1/31/12	
Peg points for PRs	James	1/31/12	
Develop RMS process	Meghan & Penne	12/30/12	
Develop annual visit process	Michal & Mark	6/30/12	
Develop IDD process	Nick (Scott) & Penne	9/30/12	

November 2011
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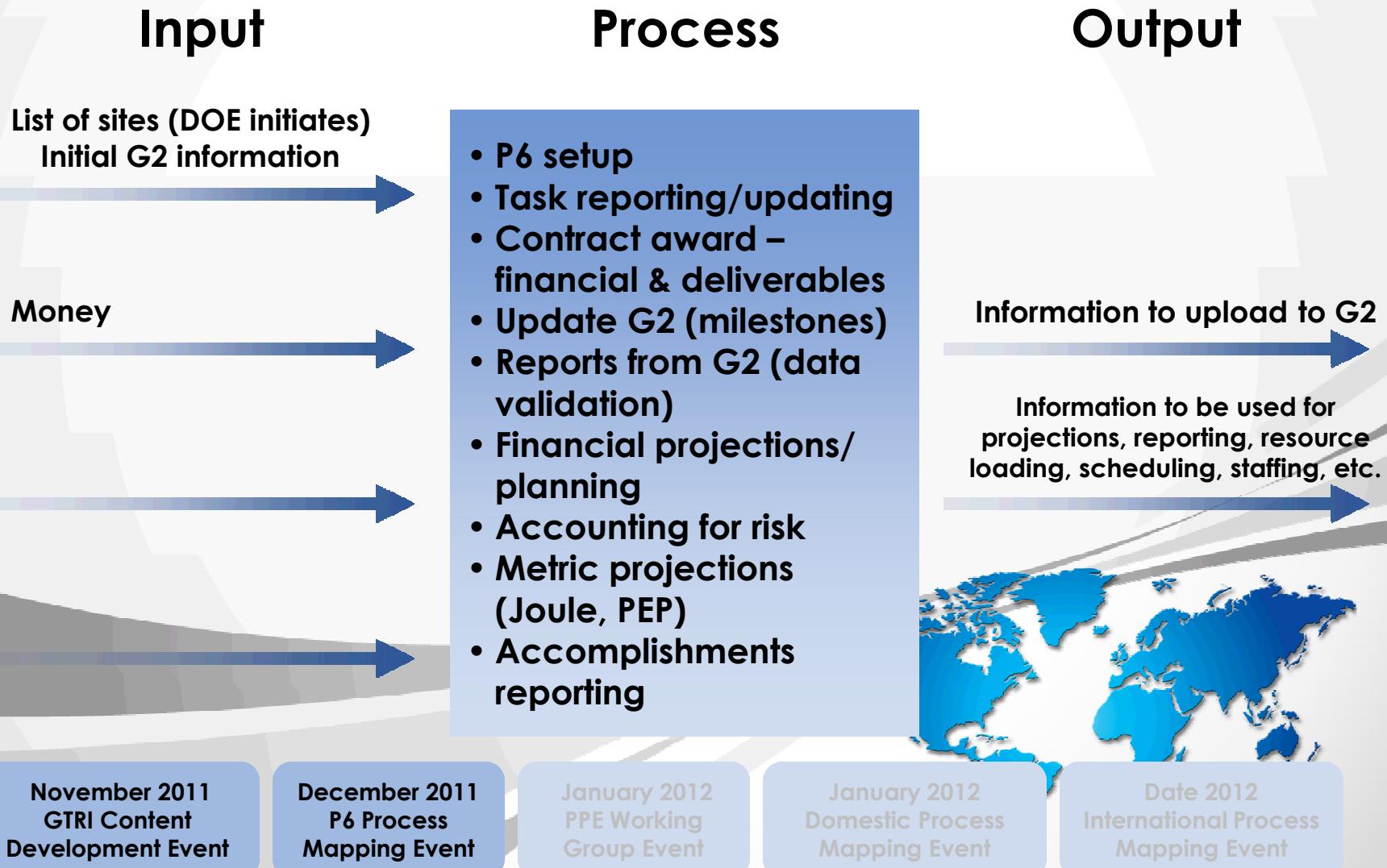
December 2011
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IPO Diagram



Brainstorm – What topics haven't been mentioned?

- Change Control
- Planning process (Domestic & Int'l)
- Budget calls from NA-21 (Mike I.)
- New business development
- Metrics – how are they planned and controlled?
- Accomplishments – establish criteria, what is the intent?
- P6 implementation
- Property transfer
- Export control
- Derivative classification
- Sustainability



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GTRI Financial Process Mapping Notes

Parking Lot

- Planning Process: will likely be explored in domestic and international process maps

Procedures to Develop

- Adding tasks/WBS
- Financial Plan Changes
- Fund Shifts
- Reporting
- Reallocations
- IDD/RMS
- Additional procedures TBD

Next Steps

- Review process map
- Develop procedures using procedure template



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