

**Fiscal Year 2018  
DOE/NNSA Strategic Performance Evaluation and Measurement Plan (PEMP)**

**SAVANNAH RIVER NUCLEAR SOLUTIONS, LLC**

**MANAGEMENT AND OPERATION OF THE  
SAVANNAH RIVER SITE NNSA OPERATIONS**

**Contract Number: DE-AC09-08SR22470**

**Performance Evaluation Period: October 01, 2017 through July 31, 2018**

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# **FY 2018 PERFORMANCE EVALUATION AND MEASUREMENT PLAN**

## **DOCUMENT REVISION HISTORY**

<b>Revision</b>	<b>Date</b>	<b>Change Description</b>
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## INTRODUCTION

The Savannah River Site (SRS) is a site owned by the United States Government, under the custody of the Department of Energy's (DOE) National Nuclear Security Administration (NNSA), herein referenced as "Plant," and is managed and operated by Savannah River Nuclear Solutions, LLC (SRNS). Pursuant to the terms and conditions of the Contract, this NNSA Performance Evaluation and Measurement Plan (PEMP) sets forth the criteria by which NNSA will evaluate SRNS performance the basis for determining the amount of award fee earned. The available award fee amounts for FY 2018 (through the contract expiration date of July 31, 2018) are specified in Section B, *Supplies or Services and Prices/Costs*, of the Contract. This PEMP promotes a strategic Governance and Oversight framework based on prudent management of risk, accountability, transparency, and renewed trust. It implements the collective governance and oversight reform principles as expressed by NNSA.

## PERFORMANCE BASED APPROACH

The performance-based approach evaluates the SRNS performance through a set of Goals. Each Goal, and its associated Objectives and Key Outcomes (KOs), will be measured against authorized work in terms of cost, schedule, and technical performance, and the respective outcomes, demonstrated performance, and impact to the DOE/NNSA mission.

## MISSION

SRNS shall furnish the necessary personnel, facilities, equipment, materials, supplies, and services (except those provided by the Government) to accomplish the Scope of Work. The Scope of Work, under the Performance Based Management Contract, is comprehensive in that the Contractor shall perform all necessary technical, operations and management functions to manage and operate SRS and perform the mission assigned to the site.

## MISSION PERFORMANCE

SRNS is accountable for and will be evaluated on successfully executing program work in accordance with applicable DOE/NNSA safety and security requirements consistent with the terms and conditions of the Contract. Protection of worker and public safety, the environment, and security are essential and implicit elements of successful mission performance. Accordingly, SRNS shall plan safety and security improvements and accomplishments as an integral component of mission performance contributing to meeting the affected programmatic Goals. The model for this PEMP is to rely on SRNS leadership to use appropriate DOE contractual requirements and recognized industrial standards based on consideration of assurance systems, and the related measures, metrics, and evidence. **SRNS is expected to manage in a safe, secure, efficient, effective, results-driven manner, with appropriate risk management and transparency to the government, while taking appropriate measures to minimize costs that do not compromise core objectives and mission performance.** Products and services are expected to be delivered on-schedule and within budget.

## CONSIDERATION OF CONTEXT IN PERFORMANCE EVALUATION

The evaluation of performance will consider "context" such as unanticipated barriers (e.g., budget restrictions, rule changes, circumstances outside SRNS control), degree of difficulty, significant accomplishments, and other events that may occur during the performance period. A significant safety or security event may result in an overall limitation to adjectival ratings. Such impacts may be balanced by the response to the incident, and by other initiatives to improve overall safety or security performance. SRNS is encouraged to note significant safety and security continuous improvements.

### **PERFORMANCE RATING PROCESS**

DOE/NNSA will review performance throughout the performance evaluation period, and provide tri-annual feedback to SRNS highlighting successes and/or needed improvement. At the end of the performance evaluation period, an evaluation of SRNS performance will be completed. This evaluation will be documented in a Performance Evaluation Report (PER), and will include the performance ratings and award fee earned for the subject performance evaluation period. Objectives and KOs will be assessed in the aggregate to determine an adjectival performance rating for each Goal. DOE/NNSA will consider SRNS end of year self-assessment report in the performance evaluation. The performance ratings will be determined in accordance with FAR 16.401(e) (3) yielding ratings of Excellent, Very Good, Good, Satisfactory or Unsatisfactory. The Goals will then be considered in the aggregate to provide an overall rating and percentage of award fee earned for the contract. Notwithstanding the overall strategic framework, any significant failure may impact the overall rating and award fee earned. The Fee Determining Official's (FDO) award fee determination is a unilateral decision made solely at the discretion of NNSA.

SRNS may request a face-to-face meeting with the FDO to highlight their site's strategic performance at the end of the performance evaluation period. This meeting should occur within the first two weeks after the end of the period.

### **PEMP CHANGE CONTROL**

It is essential that a baseline of performance expectations be established at the beginning of the performance period to equitably measure performance, and that changes to that baseline are carefully managed. Any change to the PEMP requires concurrence by the appropriate program office and the NNSA Senior Procurement Executive prior to the Field Office Manager and Contracting Officer signatures. While recognizing the unilateral rights of DOE/NNSA as expressed in the contract terms and conditions, bilateral changes are the preferred method of change whenever possible.

### **TOTAL AVAILABLE AWARD FEE ALLOCATION**

<b>Goal</b>	<b>% At-Risk Fee Allocation</b>
<b>Goal-1: Manage the Nuclear Weapons Mission</b>	35%
<b>Goal-2: Reduce Nuclear Security Threats</b>	15%
<b>Goal-3: DOE and Strategic Partnership Projects Mission Objectives</b>	0%
<b>Goal-4: Science, Technology, and Engineering (ST&amp;E)</b>	0%
<b>Goal-5: Operations and Infrastructure</b>	35%
<b>Goal-6: Leadership</b>	15%

### **UNEARNED FEE**

DOE/NNSA reserves the right to withdraw and redistribute DOE/NNSA unearned fees.

### **AWARD TERM INCENTIVE**

There is no Award Term Incentive for this contract.

### **INNOVATIVE SOLUTIONS**

SRNS will recommend innovative, technology/science-based, systems-engineering solutions to the most challenging problems that face the nation and the globe. SRNS will also provide evidence to support programmatic needs and operational goals tempered by risk. DOE/NNSA will take into consideration all major functions including safety and security contributing to mission success. In addition, DOE/NNSA expects SRNS to recommend and implement innovative business and management improvement solutions that enhance efficiencies.

## **Goal-1: Manage the Nuclear Weapons Mission**

Successfully execute Nuclear Weapons mission work in a safe and secure manner in accordance with DOE/NNSA Priorities, Program Control Document and Deliverables, and Program Implementation Plans, and Weapon Quality Assurance Requirements. Integrate across the plant, while maintaining a DOE/NNSA enterprise-wide focus, in order to achieve greater impact on a focused set of strategic national security priorities.

### **Objectives:**

- Objective-1.1 Accomplish work as negotiated with program sponsors and partners integrating quality requirements into an effective Quality and Nuclear Enterprise Assurance program at their sites and through their suppliers that results in the design, production, and delivery of safe, secure, and reliable weapon products meeting performance, transportation, and cost effective operations.**
- Objective-1.2 Maintain knowledge of the state of the stockpile, resulting from successful execution of the stockpile surveillance program and a robust scientific and engineering understanding for the delivery of the annual stockpile assessment.**
- Objective-1.3 Execute stockpile work to deliver stockpile system maintenance, production, limited-life component exchanges, weapon containers and dismantlements.**
- Objective-1.4 Apply innovative strategies and technologies, and sustain science and engineering capabilities, facilities and skills to support existing and future nuclear security enterprise requirements.**
- Objective 1.5 Execute Phase 6.X, product realization processes and activities in support of nuclear weapon life extension programs, modification and alterations in accordance with NNSA requirements, Nuclear Weapons Council guidance, and NNSA project control processes to 1) integrate schedules; 2) lower risks; 3) control costs; and 4) control change.**

- \* Some work items under this Goal are covered in a separate Office of Environmental Management (EM) PEMP for the Savannah River National Laboratory.**

## **Goal-2: Reduce Nuclear Security Threats**

Successfully execute authorized global nuclear security mission work in a safe and secure manner to include the Defense Nuclear Nonproliferation, Nuclear Counterterrorism, and Counter Proliferation and Incident Response missions. Integrate across the NNSA enterprise to achieve greater impact on a focused set of strategic national security priorities.

### **Objectives:**

- Objective-2.1** Support efforts to secure, account for, and interdict the illicit movement of nuclear weapons, weapons-useable nuclear materials and radiological materials.
- Objective-2.2** Support U.S. national and nuclear security objectives in reducing global nuclear security threats through the innovation of unilateral and multi-lateral technical capabilities to detect, identify, and characterize: 1) foreign nuclear weapons programs, 2) illicit diversion of special nuclear materials, and 3) global nuclear detonations.
- Objective-2.3** Support efforts to achieve permanent threat reduction by managing and minimizing excess weapons-useable nuclear materials and providing nuclear materials for peaceful uses.
- Objective-2.4** Support efforts to prevent proliferation, ensure peaceful nuclear uses, and enable verifiable nuclear reductions in order to strengthen the nonproliferation and arms control regimes.
- Objective-2.5** Sustain and improve nuclear counterterrorism and counterproliferation science, technology, and expertise; execute unique emergency response missions, implement policy in support of incident response and nuclear forensics missions, and assist international partners/ organizations.

### **Key Outcome(s):**

- KO 2.1** Lead and complete development of the multi-site, comprehensive and integrated lifecycle cost estimate and schedule package (ready for independent validation) in accordance with GAO best practices for the surplus plutonium disposition program utilizing the dilute and dispose approach.
- KO 2.2** Perform activities necessary for the development and Project Management Executive approval of the CD-1 package for the Surplus Plutonium Disposition (SPD) Project.

\* Many of the work items under this Goal are covered in a separate Office of Environmental Management (EM) PEMP for the Savannah River National Laboratory.

### **Goal-3: DOE and Strategic Partnership Projects Mission Objectives**

Successfully execute high-impact work for DOE and Strategic Partnership Project Mission Objectives safely and securely. Demonstrate the value of the work in addressing the strategic national security needs of the U.S. Government.

#### **Objectives:**

- Objective-3.1 Pursue and perform high-impact work for DOE that strategically integrates with the DOE/NNSA mission, and leverages, sustains and strengthens unique science and engineering capabilities, facilities and essential skills.**
- Objective-3.2 Pursue and perform high-impact Strategic Partnership Projects that strategically integrates with the DOE/NNSA mission, and leverages, sustains and strengthens unique science and engineering capabilities, facilities and essential skills in support of national security mission requirements.**



## **Goal-4: Science, Technology, and Engineering (ST&E)**

Successfully advance national security missions and advance the frontiers of ST&E. Effectively manage Plant Directed Research and Development (PDRD) and Technology Transfer programs to advance the frontiers of ST&E

### **Objectives:**

- Objective-4.1** Execute a research strategy that is clear and aligns discretionary investments (e.g., (PDRD))with plant strategy and supports DOE/NNSA priorities.
- Objective-4.2** Ensure that research is relevant, enables the national security missions, and benefits DOE/NNSA and the nation.
- Objective-4.3** Maintain a healthy and vibrant research environment that enhances technical workforce competencies and research capabilities.
- Objective-4.4** Research and develop high-impact technologies through effective partnerships and technology transfer mechanisms that support the plant's strategy, DOE/NNSA priorities and impact the public good; ensure that reporting and publishing (via DOE's Public Access Plan) requirements for broad availability of federally funded scientific research are implemented.

## **Goal-5: Operations and Infrastructure**

Effectively and efficiently manage the safe and secure operations of the plant while maintaining an NNSA enterprise-wide focus; demonstrating accountability for mission performance and management controls; and assure mission commitments are met with high-quality products and services while partnering to improve the site infrastructure.

### **Objectives:**

- Objective-5.1** Deliver effective, efficient, and responsive environment, safety, health and quality (ESH&Q) management and processes.
- Objective-5.2** Accomplish capital projects in accordance with scope, cost, and schedule baselines.
- Objective-5.3** Deliver effective, efficient, and responsive safeguards and security. Deliver effective site emergency management programs in support of the DOE/NNSA Emergency Management Enterprise.
- Objective-5.4** Manage NNSA infrastructure to maintain, operate and modernize DOE/NNSA facilities, infrastructure, and equipment in an effective, energy efficient manner that minimizes operational, security, and safety risks.
- Objective-5.5** Deliver efficient, effective, and responsible business operations, systems and financial management, including financial transparency; budget formulation and execution; and, internal controls.
- Objective-5.6** Deliver efficient and effective management of legal risk and incorporation of best legal practices.
- Objective-5.7** Deliver effective, efficient, and responsive information technology systems and cyber security.

### **Key Outcome(s):**

- KO-5.1** (Ties to Objective 5.4) Continue development and implementation of actions to improve the overall integration and management of small projects with operations and support functions. This should result in small project scope execution increasing consistent with the partnering-approved project execution plan covering the period of October 1, 2017 through July 31, 2018.
- KO-5.2** (Ties to Objective 5.3) Continue to establish a Security Excellence Culture that enhances all security aspects of SRTE operations. Security Excellence must include both immediate and long-term actions that result in tangible improvements in security.
- KO-5.3** Continue implementation and maturation of the conduct of operations and maintenance programs in accordance with the SRTE Operational Excellence Plan (SRNS-RP-2009-01039, Latest Rev.).

## **Goal-6: Leadership**

Successfully demonstrate leadership in supporting the direction of the overall DOE/NNSA mission, cultivating a Performance Excellence Culture that encompasses all aspects of operations and continues to emphasize safety and security, improving the responsiveness of SRNS leadership team to issues and opportunities for continuous improvement internally and across the Enterprise, and parent company involvement/commitment to the overall success of the plant and the Enterprise.

### **Objectives:**

- Objective-6.1** Define and implement a realistic strategic vision for the plant in alignment with the NNSA Strategic Vision, which demonstrates enterprise leadership and effective collaborations across the NNSA enterprise to ensure DOE/NNSA success.
- Objective-6.2** Demonstrate performance results through the institutional utilization of a Contractor Assurance System and promoting a culture of critical self-assessment, timely corrective action, transparency, and accountability through the entire organization, while also leveraging parent company resources and expertise.
- Objective-6.3** Work selflessly within the DOE/NNSA complex to develop, integrate, and implement enterprise solutions that maximize program outputs at best value to the government; identify innovative business and management solutions that greatly improve enterprise-wide efficiencies.
- Objective-6.4** Exhibit professional excellence in performing roles/responsibilities while pursuing opportunities for continuous learning.

### **Key Outcome(s):**

- KO 6.1** Continue to establish a Performance Excellence Culture that enhances all aspects of SRTE operations. An effective Performance Excellence Culture ensures a healthy safety and security environment that achieves both immediate and long-term tangible improvements in the conduct of disciplined operations.

**FAR 16.401 (e) (3) AWARD FEE ADJECTIVAL RATINGS AND SUPPLEMENTAL DEFINITIONS**

<p><b>Excellent</b></p>	<p><b>91%-100%</b></p>	<p>Contractor has exceeded almost all of the significant award-fee criteria and has met overall cost, schedule, and technical performance requirements of the contract in the aggregate as defined and measured against the criteria in the award-fee plan for the award-fee evaluation period.</p> <p><i>This performance level is evidenced by at least one significant accomplishment, or a combination of accomplishments that significantly outweigh very minor issues, if any. No significant issues in performance exist.</i></p>
<p><b>Very Good</b></p>	<p><b>76% - 90%</b></p>	<p>Contractor has exceeded many of the significant award-fee criteria and has met overall cost, schedule, and technical performance requirements of the contract in the aggregate as defined and measured against the criteria in the award-fee plan for the award-fee evaluation period.</p> <p><i>This performance level is evidenced by accomplishments that greatly outweigh issues. No significant issues in performance exist.</i></p>
<p><b>Good</b></p>	<p><b>51% - 75%</b></p>	<p>Contractor has exceeded some of the significant award-fee criteria and has met overall cost, schedule, and technical performance requirements of the contract in the aggregate as defined and measured against the criteria in the award-fee plan for the award-fee evaluation period.</p> <p><i>This performance level is evidenced by accomplishments that slightly outweigh issues. No significant issues in performance exist.</i></p>
<p><b>Satisfactory</b></p>	<p><b>No greater than 50%</b></p>	<p>Contractor has met overall cost, schedule, and technical performance requirements of the contract in the aggregate as defined and measured against the criteria in the award-fee plan for the award-fee evaluation period.</p> <p><i>This performance level is evidenced by issues that slightly outweigh accomplishments.</i></p>

Unsatisfactory	0%	<p>Contractor has failed to meet overall cost, schedule, and technical performance requirements of the contract in the aggregate as defined and measured against the criteria in the award-fee plan for the award-fee evaluation period.</p> <p><i>This performance level is evidenced by issues that significantly outweigh accomplishments, if any.</i></p>
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**Definitions:**

An **Accomplishment** is an achievement or success in the performance of contract requirements that exceeds standards or expectations. Examples might be performing full contract requirements under budget while meeting or beating schedule baselines or performing additional scope within the initial cost targets with no negative effect on requirements or other programs, indicating continued performance improvement.

An **Issue** is a point in question or a matter that raises concerns regarding successful performance of contract requirements within scope, cost (budget), and schedule baselines or concern of negative effect on requirements or other programs, indicating a decline in performance that needs attention and improvement.