



National Nuclear Security Administration

PanTeXas Deterrence, LLC

Performance Evaluation Report

Contract No. 89233224CNA000004

Pantex Field Office

Evaluation Period:

November 1, 2024, through September 30,
2025

December 12, 2025

Executive Summary

This Performance Evaluation Report (PER) provides the National Nuclear Security Administration's (NNSA) assessment of the performing entity, PanTeXas Deterrence, LLC's (PXD), performance of the contract requirements for the period of November 1, 2024, through September 30, 2025, as evaluated against the criteria defined in the Performance Evaluation and Measurement Plan (PEMP).

Pursuant to the terms and conditions of the Contract, the PEMP sets forth the criteria by which NNSA evaluates PXD's performance, as required by Federal Acquisition Regulation (FAR) Part 16.4, which outlines expectations for administering award-fee type incentive contracts. This is the type of contract in place between NNSA and its management and operating (M&O) partners. A key requirement of FAR Part 16 is to establish a plan that identifies award-fee evaluation criteria and "how they are linked to acquisition objectives which shall be defined in terms of contract cost, schedule, and technical performance."

In accordance with the regulation, this PER assesses PXD's performance against the PEMP and provides the basis for determining the amount of award fee earned by PXD. NNSA considered performance information obtained from NNSA Program and Functional Offices, both at Headquarters and in the field, and from the Contractor Assurance System (CAS). This report provides performance feedback, highlighting key accomplishments and issues that require attention.

PXD earned an overall rating of Excellent and 92 percent of the award fee during this performance period. PXD earned Excellent ratings for Goals 1, 2, 3, and 6 and Very Good for Goals 4 and 5. Specific observations for each Goal are discussed in the following pages.

PXD met all scheduled shipments and met stockpile deliverables with 107 percent completion overall of the production plan. All sustainment weapons systems met or exceeded the plan and exceeded all production stockpile modernization deliverables. PXD completed the Last Production Unit for the B61-12 and completed the First Production Unit (FPU) for the B61-13.

Global nuclear security support continued efforts securing nuclear and radioactive materials worldwide, advancing the U.S. nuclear nonproliferation and nuclear security capabilities.

PXD exceeded Plant Directed Research and Development expectations, yielding advancements such as enhanced asset tracking and improved high explosive operations, ultimately improving efficiency and quality.

PXD spearheaded groundbreaking research in additively manufactured components and conducting pivotal experiments on high explosive and binder samples in collaboration with academic institutions.

PXD enhanced nuclear explosive safety through critical evaluations and efficient execution of safety basis change assessments, culminating in the closure of Defense Nuclear Facilities Safety Board Recommendation 2019-1. PXD modernized its Safety Basis processes, securing approval for an Alternate Methodology and launching the Nuclear Control Implementation Program.

PXD demonstrated continuous improvement in its Environment, Safety, and Health programs. However, the PXD Quality program experienced performance issues impacting product quality.

Safeguards and Security operations were executed consistent with policy and operational basis documents. PXD effectively protected special nuclear material, while managing its budget and implementing key risk management framework initiatives to improve efficiency.

PXD delivered efficient, effective, responsible, and transparent business functions and legal support. Information Technology (IT) supported production requirements and demonstrated cybersecurity self-governance with no significant issues identified, including successful completion of IT separation milestones activities one year ahead of schedule. PXD exhibited challenges in meeting financial management deliverables to NNSA.

PXD established a strategic framework, The Pantex Way, focused on engaging the workforce and reinforcing site pride through initiatives and regular interactions. PXD drove strategic workforce development, marked by robust corporate recruitment, the establishment of a Leadership Development Program, and the launch of a targeted college recruiting initiative. PXD successfully managed contract transition, completing the process ahead of the original schedule, concurrently defining a clear strategic mission and vision.

Goal 1: Mission Delivery: Nuclear Weapons

Amount of At-Risk Fee Allocation: \$6,966,561

Goal 1 Summary

PXD earned a rating of Excellent, and 94 percent of the award fee allocated to this Goal. PXD exceeded almost all Objectives and generally met the overall cost, schedule, and technical performance requirements of the contract under this Goal in the aggregate. During the year, accomplishments significantly outweighed issues and no significant issues in performance existed.

Objective 1.1

PXD executed innovative experiments to develop new components and materials. PXD completed high explosive Process Prove-In-2 mechanical properties testing and completed installation of the first mill for the Machine Tool Replacement Project. PXD collaborated across the Nuclear Security Enterprise to develop a new binder for high explosives. PXD additively manufactured high explosive components for development activities on the modernization programs.

Objective 1.2

PXD implemented Nuclear Enterprise Assurance (NEA) review recommendations and completed five Operational Technology Assurance evaluations, surpassing the target of four. PXD achieved Level 2 NEA milestones and executed the site-specific plan. Eleven Nuclear Explosive Safety (NES) evaluations were supported with effective collaboration across the nuclear security enterprise (NSE). These included projects such as the W88 Operational Safety Review, the Facilities NES Master Study (Part 1 and 2), and W84 NES Study. Furthermore, PXD efficiently executed ten NES Change Evaluations that included immediate action procedures, insensitive high explosive transportation move window, and the B61-13.

Objective 1.3

PXD either met or exceeded all stockpile deliverables.

Overall	107%
Base Surveillance	105%
Weapon Dismantlement	108%
B61-12	105%
B61 DisLEP	102%
W80 DisLEP	116%
W88 Alt 370	105%
W88 DisAlt	101%

PXD exceeded the W87 program production plan and was consistently ahead of schedule. PXD was in constant communication with the NSE. PXD overcame challenges with a W78 Repair Rebuild unit and completed all deliverables. For the W76 and W88 Alteration (Alt) 370 programs, PXD was ahead of schedule when changes to weapon responses paused operations. PXD addressed the concerns and resumed ahead of schedule. PXD was ahead of schedule on the B83 program until non-conformed components were received. The B83 recovered and finished all deliverables. The PXD Hardware

Preservation Team effectively and efficiently managed several obstacles to meet mission deliverables, ensuring no impact to other programs. PXD produced and delivered the inaugural aged high-fidelity flight test unit for the W88 program. The Multi-Weapons Systems Team completed pit repackaging efforts ahead of schedule. PXD completed the W84 Known State Nuclear Explosive Safety Study and the Contractor Readiness Assessment activities and is on schedule to start FPU.

Objective 1.4

PXD either met or exceeded all production stockpile modernization deliverables. All modernization programs had at least one area that exceeded planned deliverables. PXD completed the Last Production Unit for the B61-12 one month early. PXD completed FPU for the B61-13 almost one year early. The W88 Alt 370 program was ahead of schedule prior to several challenges outside PXD control, including delayed return shipments, multiple non-conforming materials, and a pause due to weapons response concerns. PXD collaborated across the NSE to resolve these challenges and resume production ahead of schedule. PXD supported the W80-4, W80-5, W87-1, and W93 programs. The W80-4 is on schedule and exceeded planned Disassembly for Life Extension Program deliverables. PXD led Hazard Analysis Task Team activities and progressed through component product realization. Prototype tooling was affected by a vendor bankruptcy. However, PXD manufactured critical pieces for the W87-1 trainer (Level 2 milestone). PXD continued support of the W93, providing valuable input for production testers logistics. PXD planned and hosted multiple walkdowns with partner sites, and supported all W80-5 technical and programmatic activities.

Objective 1.5

Collaborative modernization efforts ensured PXD strategic materials and component manufacturing capabilities meet demands for future nuclear weapons production requirements. The Capabilities-Based Investments portfolio enhanced Advanced Fabrication Facility throughput with new mills and a lathe for inert machining, and improved gas lab and linear accelerator manufacturing capabilities with specialized equipment. The Warhead Assembly Modernization program implemented its strategy through upgraded facility planning which enabled expansion of W80-4 subassembly operations and acquired equipment for improved metrology laboratory efficiencies.

Objective 1.6

PXD created and began implementation of a Digital Transformation Implementation Plan. Activities included establishing the new Advanced Fabrication Facility as a Smart Factory, live data feeds for analysis, framework for the use of wireless technology in secure facilities, facility inspections with unmanned aerial vehicles, use of a robot in emergency response, and three-dimensional modeling of facilities.

Goal 2: Mission Delivery: Global Nuclear Security

Amount of At-Risk Fee Allocation: \$1,741,640

Goal 2 Summary

PXD earned a rating of Excellent, and 95 percent of the award fee allocated to this Goal. PXD exceeded almost all Objectives and Key Outcomes and generally met the overall cost, schedule, and technical performance requirements of the contract under this Goal in the aggregate. During the year, accomplishments significantly outweighed issues and no significant issues in performance existed.

Objective 2.1

PXD supported multiple efforts to provide expertise, training, and workshops to several international partners in support of the Office of International Nuclear Security.

Objective 2.2

PXD completed the Cognizant/Confidante campaign for the Office of Proliferation Detection. This campaign validated concepts while utilizing high-fidelity test objects. PXD contributed toward the development of a portal monitoring campaign.

Objective 2.3

The PXD Surplus Plutonium Disposition Core Team completed an Integrated Process Model for Pantex activities to determine feasibility. Model results indicated Pantex could continually meet deliverables despite constraints.

Objective 2.4

PXD hosted the Exchange of Information by Visit or Report-58 U.S./U.K. Mutual Defense Act Plenary. They provided the inaugural training course on Pantex Plant (Pantex) processes for personnel from around the NSE. PXD began the measurement campaign for the Additional Approach Exercise. The exercise was completed despite PXD's internal and external communication challenges. PXD awarded the construction contract for the Pantex Monitoring and Verification Test Facility.

Objective 2.5

PXD provided key support for multiple national level exercises by supplying Nuclear Emergency Support Team personnel and equipment to the events. PXD supported real-world events for federal and state partners.

Key Outcome 2.1

Additional Approach Exercise process development and authorization of measurement operations were completed on August 1, 2025. Authorization for measurement target components was completed on September 17, 2025.

Key Outcome 2.2

PXD issued the Request for Proposal package the for Pantex Monitoring and Verification Test Facility on February 19, 2025.

Goal 3: Mission Innovation: Advancing Science and Technology

Amount of At-Risk Fee Allocation: \$870,820

Goal 3 Summary

PXD earned a rating of Excellent, and 98 percent of the award fee allocated to this Goal. PXD exceeded almost all Objectives and generally met the overall cost, schedule, and technical performance requirements of the contract under this Goal in the aggregate. During the year, accomplishments significantly outweighed issues and no significant issues in performance existed.

Objective 3.1

PXD met guidance and expectations for Plant-Directed Research and Development, with 27 new and 17 ongoing projects (approximately \$15.3 million (M)). In collaboration with the Missouri University

of Science and Technology, the Microwave Heating of High Explosives project explored improvements to high explosive pressing operations.

Objective 3.2

PXD’s relevant research included completing analysis of data from the Electric Gun System gauge repeatability and reproducibility testing and established readiness requirements. PXD produced multiple printed circuit boards against a product definition with consistent results, with the potential to enhance tester activities.

Objective 3.3

Innovative research included demonstrating a decrease in defect rate using a recursive neural network algorithm in partnership with Hardin Simmons University. PXD performed preliminary experiments in collaboration with the Missouri University of Science and Technology to assess high explosive and binder samples.

Objective 3.4

PXD established a research facility at the Palo Duro Research Center at West Texas A&M University and moved equipment to support manufacturing advancements studies, including high explosives, solvent use, coating technologies, and extrusion equipment improvements.

Objective 3.5

PXD implemented the Partnerships and Technology Transfer program. A high explosive particulate capture filter coupon was developed on schedule with the Pacific Northwest National Lab and tested in collaboration with Missouri University of Science and Technology. PXD hosted Texas Tech University students for organizational overviews after the second Pantex-Texas Tech Innovation Challenge. PXD hosted their first Aggies Invent competition with Texas A&M University. Accepted manuscript submissions surpassed the target of 85 percent.

Objective 3.6

PXD processed 20 federal Strategic Partnership Project (SPP) packages (approximately \$3.5M), 3 non-federal SPP packages (approximately \$14.1M), and 44 cash work packages (approximately \$2.9M). PXD implemented full G-Invoicing activities, provided training to federal stakeholders, supported the Mutual Defense Agreement, provided energetics support for the national laboratories and SPP customers, and provided critical guidance to external stakeholders.

Goal 4: Mission Enablement

Amount of At-Risk Fee Allocation: \$3,483,280

Goal 4 Summary

PXD earned a rating of Very Good, and 85 percent of the award fee allocated to this Goal. PXD exceeded many Objectives and generally met the overall cost, schedule, and technical performance requirements of the contract under this Goal in the aggregate. During the year accomplishments greatly outweighed issues and no significant issues in performance existed.

Objective 4.1

PXD implemented necessary actions to formally close Defense Nuclear Facilities Safety Board Recommendation 2019-1. PXD simultaneously advanced the modernization of its Safety Basis processes, including obtaining approval for an Alternate Methodology for nuclear explosive operations

and launching the Nuclear Control Implementation Program. PXD demonstrated continuous improvement in its Environment, Safety, and Health programs, and achieved challenging safety, industrial hygiene, and radiation protection goals. These actions demonstrated PXD's commitment to safety culture. The Environment and Waste programs maintained a strong commitment to compliance with zero violations. PXD experienced performance issues impacting product quality. Contamination during main charge assembly increased program risk.

Objective 4.2

PXD protected special nuclear material, validated by an external Multi-Topic Assessment and a Classification program evaluation, both identified multiple enterprise best practices. PXD demonstrated effective stewardship of the Security Program budget. PXD implemented key risk management framework initiatives to improve efficiency across multiple security functional areas. PXD tested and deployed new mitigations to address risks posed by current-generation technology-assisted threat techniques.

Objective 4.3

PXD managed the transition of accounting functions and executed the budget. PXD experienced challenges related to the financial management system in fully integrating and ensuring the accuracy of several NNSA financial deliverables, requiring rework and resubmission. PXD pursued activities to enhance integration and accuracy.

Objective 4.4

PXD managed the contract transition, addressing legal risks and programmatic impacts. This involved providing legal advice, handling new directives, and reducing Freedom of Information Act request backlogs. PXD provided legal counsel for the Texas Tech University land transfer, drafting multi-party agreements.

Objective 4.5

PXD received an NNSA Chief Information Officer Achievement Award. Achievements included authorizing critical packages for enterprise-wide collaboration and data protection, establishing an Enterprise Architecture Office, and implementing a new IT Project Request workflow. Additionally, separation of Pantex and Y-12 National Security Complex IT infrastructures was achieved one year ahead of schedule. Key accomplishments include the complete separation of Collaboration and Cloud Services, culminating in autonomous network operations that was achieved through meticulous assessments, remediation, and equipment decommissioning. The establishment of completely autonomous network and cybersecurity operations significantly strengthens Pantex's operational resilience and efficiency. PXD enhanced its Cybersecurity program, which improved collaboration and data protection across the NSE. PXD is also actively developing a Cybersecurity Risk Management Framework.

Objective 4.6

PXD demonstrated Emergency Management preparedness and response capabilities, including completion of a complex exercise scenario. Internal and external stakeholder recognized strong performance.

Objective 4.7

PXD completed the Personal Property Management Review with no findings and met five of six small business categories. PXD implemented the strategic and basic order agreements partnership with outside entities to expedite construction and service contracts. PXD finalized a collective bargaining agreement and enhanced its recruitment efforts through active community participations.

A three-phase staffing process improvement project was deployed to optimize recruiting efficiency. PXD responded timely to audit-related tasks and reviews. PXD's delayed responses and lack of information in some human resource submissions resulted in quality concerns directly impacting efficient and effective human capital management.

Goal 5: Construction Projects and Infrastructure

Amount of At-Risk Fee Allocation: \$1,741,640

Goal 5 Summary

PXD earned a rating of Very Good, and 85 percent of the award fee allocated to this goal. PXD exceeded many Objectives and generally met the overall cost, schedule, and technical performance requirements of the contract under this Goal in the aggregate. During the year accomplishments greatly outweighed issues and no significant issues in performance existed.

Objective 5.1

PXD refocused project planning and prioritization on mission-specific site infrastructure high-risk systems (e.g., Preventive Maintenance Optimization, Clean Sweep Program, and Paperless Closeout and Tracking) and general workplace improvements in mission support facilities. While project rebaselining remained an area for continued attention, an improvement in planning was demonstrated by the early completion of the Catenary Pole Removal project. The Nickel-Plating project was delayed due to a deficient review of the facility and requirements documentation prior to planning and executing work. PXD provided support for G2 data requirements and NNSA strategic planning endeavors. This included active engagement in BUILDER Peer Reviews, Integrated Implementation Project Sub-Team pilot efforts, and providing input for the Executive Area Plan.

Objective 5.2

PXD delivered the resource-loaded schedule and the annual maintenance plan for the on-time restart of the High Explosive (HE) Synthesis, Formulation, and Production line-item project. Funding was secured for the Analytic Gas Lab replacement project. PXD made progress on the HE Science and Engineering facility, however, completion of the fire water pump and tank remained a concern. Although the Advanced Fabrication Facility received its certificate of occupancy, project close-out was delayed by 6 months. All planned system replacements within the Bay and Cell portfolio were completed. PXD encountered considerable project delays due to insufficient pre-project facility conditions assessment (e.g., Central Alarm Station/Secondary Alarm Station, Uninterrupted Power Supply, and Heat Treat Oven). PXD demonstrated progress in meeting facility disposition commitments. PXD initiated a commercial approach to support the growing project demands.

Objective 5.3

PXD addressed challenges posed by the high maintenance backlog and extended lead times for critical equipment. PXD's efforts were crucial for Heating, Ventilation, and Air Conditioning risk mitigation, ensuring operational continuity, and facilitating emergency recovery. Through Preventive Maintenance Optimization, maintenance completion rates improved and led to a reduction in urgent repairs and associated costs. PXD deployed the Fix-It-Now team that resulted in improvements of maintenance execution.

Goal 6: Mission Leadership

Amount of At-Risk Fee Allocation: \$2,612,460

Goal 6 Summary

PXD earned a rating of Excellent, and 94 percent of the award fee allocated to this goal. PXD exceeded almost all Objectives and generally met the overall cost, schedule, and technical performance requirements of the contract under this Goal in the aggregate. During the year, accomplishments significantly outweighed issues and no significant issues in performance existed.

Objective 6.1

PXD established a vision, The Pantex Way, to optimize future operations and deliver on current objectives, successfully engage the workforce, and reinforce site pride through strategic initiatives and regular interactions.

Objective 6.2

PXD integrated the CAS into its operations, supported by strong parent company involvement. PXD consistently pursued collaborative opportunities, continuous improvement, critical self-assessment, and data-driven decisions.

Objective 6.3

PXD partnered across the NSE, exemplified by responding to W76 and W88 weapon response issues and early completion of the B61-13 FPU. PXD led an NNSA team in streamlining weapon response processes, secured stakeholder advocacy for site prioritization, and enhanced university and community partnerships. PXD effectively collaborated with Consolidated Nuclear Security, LLC to descope identified activities in the separation of the IT infrastructures. PXD successfully managed contract transition, completing the process ahead of the original schedule, and concurrently defining a clear strategic mission and vision.

Objective 6.4

PXD improved training record accuracy with new software and implemented cross-cutting improvements. PXD demonstrated a commitment to continuous improvement, using lessons learned during site separation and contract transition.

Objective 6.5

PXD emphasized disciplined, deliberate, and formal operations after an increase in events at the beginning of the performance period. A significant reduction in conduct of operations events have occurred due to PXD's enhanced focus on continuous improvement.

Objective 6.6

PXD used the Critical Retention Program and parent company resources to boost recruitment. PXD launched the Pantex Leadership Academy and a formal mentoring program. PXD prioritized workforce planning, initiated succession planning, adjusted career ladders, and offered a Weapons Knowledge Preservation and Transfer series.

Goal 1

Successfully execute the cost, scope, and schedule of the Nuclear Stockpile mission work for Defense Programs work in a safe and secure manner in accordance with DOE/NNSA priorities, Work Authorizations, and Execution/Implementation Plans.

Objective 1.1

Work as a team across the Nuclear Security Enterprise to provide the knowledge, personnel, and capabilities to enable development of new and innovative materials, processes, and components to accelerate towards higher technology and manufacturing readiness levels and rate production.

Objective 1.2

Work as a team across the Nuclear Security Enterprise to plan and execute production sustainment and integration, nuclear enterprise assurance, ensure nuclear explosive safety, and effective weapon quality assurance to ensure the nuclear security enterprise optimizes production operations, minimizes quality escapes, and increases the resiliency of nuclear weapons and nuclear weapon production and sustainment activities within normal, abnormal, and adversarial environments well into the future.

Objective 1.3

Work as a team across the Nuclear Security Enterprise to execute assigned work to maintain and enhance the safety, security, reliability, and performance of the US nuclear weapon stockpile. Execute planning, development, certification, assessment/surveillance, production, and maintenance of the current U.S. nuclear weapon stockpile, including all associated documentation and hardware, consistent with mission and task assignments.

Objective 1.4

Work as a team across the Nuclear Security Enterprise on stockpile modernization program scope to 1) achieve and maintain program delivery schedules; 2) lower risk to achieving First Production Unit (FPU), Last Production Unit (LPU), and program overbuilds; 3) improve supply chain execution; and 4) control costs.

Objective 1.5

Work as a team across the Nuclear Security Enterprise to develop and execute modernization strategies to ensure NNSA's strategic materials and component manufacturing capabilities will meet future nuclear weapons production requirements. Execute work focused on sustainment of existing capabilities, re-establishment of lost capabilities, deployment of new capabilities and technologies, and strategic investments to ensure timely material and component deliveries.

Objective 1.6

Work as a team across the Nuclear Security Enterprise to implement Digital Transformation principles by using Digital Engineering to improve product design, production, sustainment, and business practices.

Goal 2

Successfully execute the cost, scope, and schedule of the authorized global nuclear security mission work in a safe and secure manner to include the Defense Nuclear Nonproliferation, Nuclear Counterterrorism and Counterproliferation, and Incident Response missions in accordance with DOE/NNSA priorities, Work Authorizations, and Execution/Implementation Plans.

Objective 2.1

Support efforts to enhance global nuclear security by securing and preventing the trafficking of nuclear and radioactive materials.

Objective 2.2

Support U.S. national and nuclear security objectives in reducing global nuclear security threats through the innovation of 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-usable 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 to strengthen the nonproliferation and arms control regimes.

Objective 2.5

Sustain and improve nuclear counterterrorism, counterproliferation, and forensic science, technology, expertise and associated Nuclear Emergency Support Team (NEST) capabilities; execute response missions, implement policies and procedures in support of response and forensics missions, and assist international partners/organizations.

Key Outcome 2.1

Authorize Additional Approach Exercise (AAE) operations at Pantex, per the latest approved AAE project work plan, by September 30, 2025.

Key Outcome 2.2

Issue the Request for Proposal package for the Pantex Monitoring and Verification Test Facility modifications by the March 31, 2025.

Goal 3

Successfully advance national security missions through innovation by expanding the frontiers of Science, Technology, and Engineering (ST&E). Execute transformative and leading-edge Research and Development (R&D) by creating a vibrant, creative, environment that leverages effective partnerships and technology transfer endeavors. Effectively manage high-impact DOE Work and Plant Directed Research and Development (PDRD) and Technology Transfer, etc. in a safe and secure manner consistent with DOE/NNSA priorities, Work Authorizations, and Execution/Implementation Plans.

Objective 3.1

Execute a research strategy that is clear and aligns discretionary investments (e.g., PDRD) with plant strategy and supports DOE/NNSA priorities. particularly to improve manufacturing and production technology.

Objective 3.2

Ensure that research is relevant, enables the national security missions, and benefits DOE/NNSA and the nation.

Objective 3.3

Ensure that research is transformative, innovative, leading edge, high quality, and advances the frontiers of science and engineering.

Objective 3.4

Maintain a healthy and vibrant research environment that enhances technical workforce competencies and research capabilities.

Objective 3.5

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; and ensure that reporting, publishing, and information management requirements of federally funded scientific research and development are implemented (via DOE’s Public Access Plan) and per DOE’s Scientific and Technical Information Management directive (DOE O 241.1B or its successor).

Objective 3.6

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.

Goal 4

Effectively and efficiently manage the safe and secure operations of the plant in accordance with cost, scope, and schedule, while maintaining an NNSA enterprise-wide focus; demonstrating accountability for mission performance and management controls; successfully executing cyber, technical, informational, and physical security requirements, and assuring mission commitments are met with high-quality products and services.

Objective 4.1

Deliver effective, efficient, and responsive Environment, Safety, and Health (ES&H), Quality (including a Weapon Quality Management System and software quality) and waste management. Advance DOE/NNSA’s energy security and resilience by progressing onsite generation where applicable.

Objective 4.2

Deliver effective, efficient, and responsive safeguards and security, including assigned enterprise initiatives.

Objective 4.3

Deliver efficient, effective, supportable, and transparent financial management operations and systems including financial integration reporting; budget formulation and execution; programmatic cost estimates; and internal controls.

Objective 4.4

Deliver efficient and effective management of legal risk and incorporation of best legal practices. Deliver timely and actionable recommendations and analysis to Freedom of Information Act and Privacy Act requests.

Objective 4.5

Deliver effective, efficient, secure, and responsive information technology (IT) systems that support mission and functional area delivery. Ensure execution of all implementation factors established in the NA-IM IT and Cybersecurity Program Execution Guidance to strengthen day-to-day IT and cybersecurity operations.

Objective 4.6

Deliver effective, efficient, and responsive site emergency management programs in support of the DOE/NNSA Emergency Management Enterprise.

Objective 4.7

Deliver efficient, effective, and compliant business operations including, but not limited to, procurement, human resources, and property systems, in support of NNSA missions. Focus areas include achieving small business and socioeconomic goals; evaluating opportunities for, and implementing, as necessary, effective subcontracting approaches to expand the small business industrial base for appropriate construction work scope; performing timely and high-quality subcontract actions; and supporting enterprise-wide recruitment events and retention efforts.

Goal 5

Effectively and efficiently manage the infrastructure lifecycle process to meet current and emerging national security challenges through integrated infrastructure planning, acquisition, and prioritization. For clarity, projects with separate award-fee structures are not considered under this Goal.

Objective 5.1

Implement a comprehensive and integrated infrastructure prioritization and planning process. Update planning data and mission needs in the G2 Program Management system planning module for the FYNSP to support strategic planning elements, such as the Enterprise Blueprint, Master Asset Plan, Area Plans, and Deep Dives. Provide cost and schedule estimates in accordance with established guidance to ensure mission delivery.

Objective 5.2

Plan and execute Capital Asset Line-Item Construction Projects, minor construction projects, capital equipment projects (including Major Items of Equipment), real property acquisitions, and disposition projects in accordance with cost, scope, schedule baselines, technical requirements, code of record and/or execution plans. Monitor and report on project performance against baselines, provide accurate and timely deviations on performance to stakeholders, and utilize risk management processes.

Objective 5.3

Develop and execute operations and maintenance strategies, consistent with available funding, that enable reliable asset performance and enduring facility capabilities that align with mission requirements and priorities.

Goal 6

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 PXD 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.

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, transparency, and accountability through the entire organization, while also leveraging parent company resources and expertise.

Objective 6.3

Develop and implement a Nuclear Security Enterprise-wide partnership model that enhances collaboration, reinforces shared fate and enables mission success including transformation of the stockpile and the enterprise.

Objective 6.4

Exhibit professional excellence in performing roles/responsibilities while pursuing collaborative opportunities for continuous organizational and enterprise learning and demonstrated improvements that will enhance productivity, grow the capacity to execute mission, and manage, rather than avoid risk when appropriate. Pursue innovations to increase agility and resilience while controlling costs. Advance the operational capabilities of the Nuclear Security Enterprise by identifying and employing latent capacity existing in the enterprise.

Objective 6.5

Demonstrate leadership in driving enhanced and sustainable formality and rigor of operations through proactive implementation of effective and efficient measures to minimize operational upsets that have potential to impact mission.

Objective 6.6

Leadership takes decisive action, as a cooperative partner of NNSA, to attract and retain the workforce needed to achieve the nuclear security enterprise missions, with particular emphasis on critical and under-resourced skill sets, reaching back to parent company resources as necessary.