

Recent Management Changes at the Yucca Mountain Project

Presented to:
Nuclear Waste Technical Review Board

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The Yucca Mountain Project and the Need for Change

- **Since the amendments of the Nuclear Waste Policy Act focused study on Yucca Mountain, the project has been publicly examined, questioned, and criticized on the implementation methods of several aspects of the investigation program**
- **Criticisms can be categorized into five major areas:**
 - **program management**
 - **cost**
 - **schedule**
 - **technical**
 - **openness**

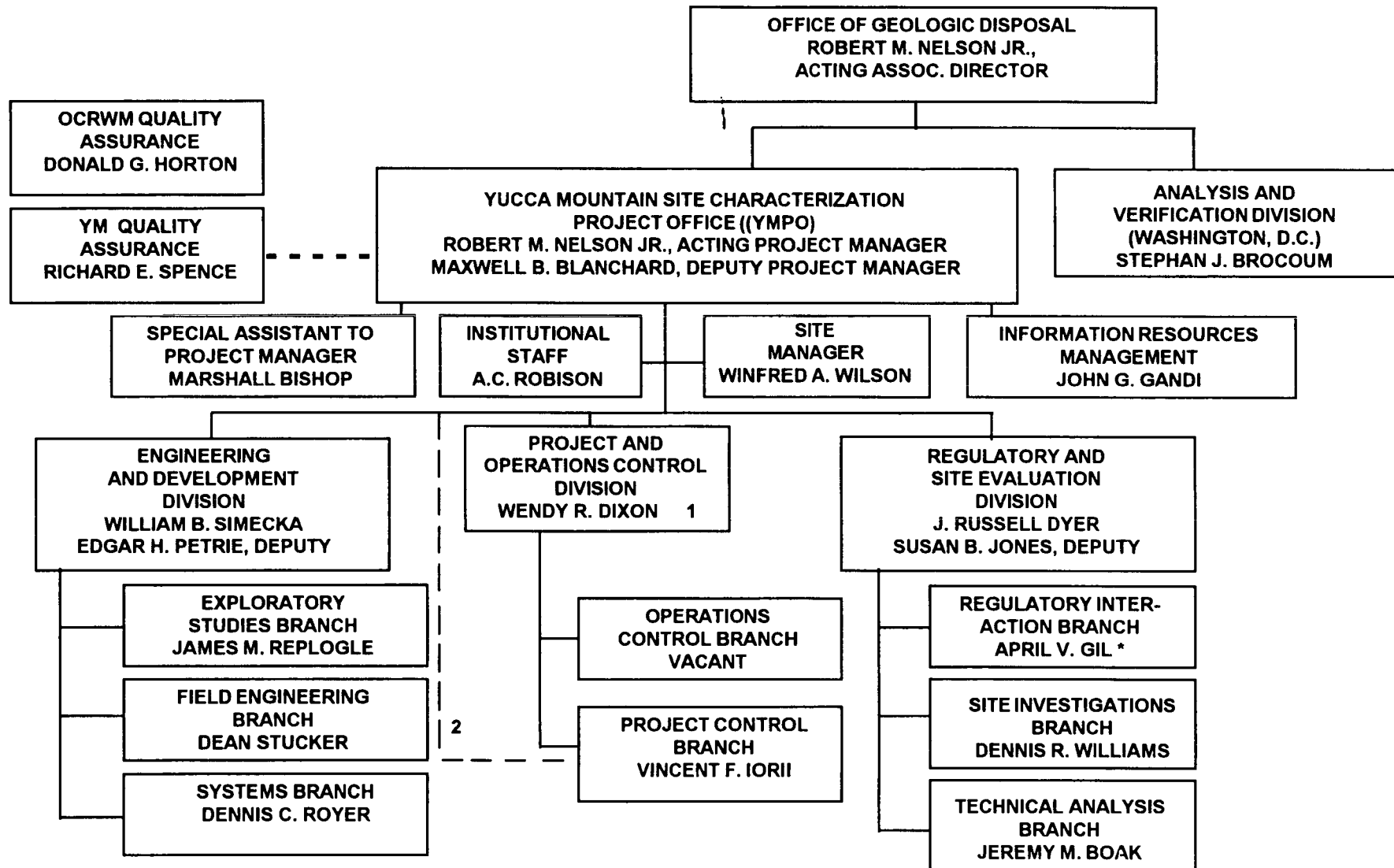
Criticisms Regarding Program Management

- **Program Management**
 - large, complex organization
 - diffuse nature of organizational structure
 - lack of integration
 - decision-making responsibility spread among many
- **Program Management Recommendations**
 - conduct independent evaluation of the program
 - establish independent geoengineering board

Reorganization Facilitates Achievement of Objectives

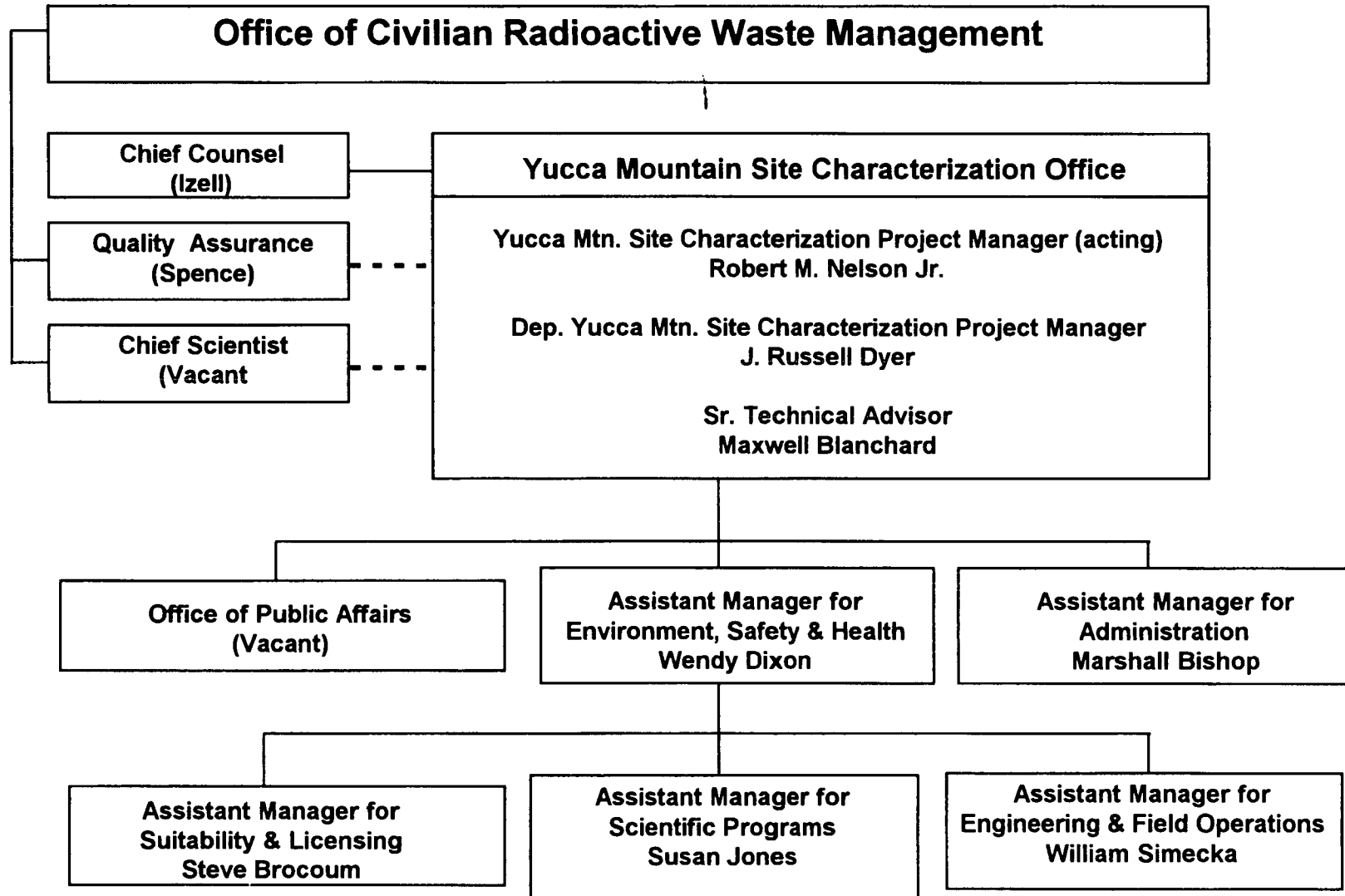
- **High priority has been placed on:**
 - clarifying organizational roles;
 - making changes to enable federal leadership to exercise appropriate control; and
 - making participants more responsible and accountable for their work
- **Reorganization is in four phases:**
 - Establishing management construct
 - Defining roles and responsibilities of functional management
 - Development of task performance teams
 - Evolution of project team

Yucca Mountain Project Prior to Reorganization

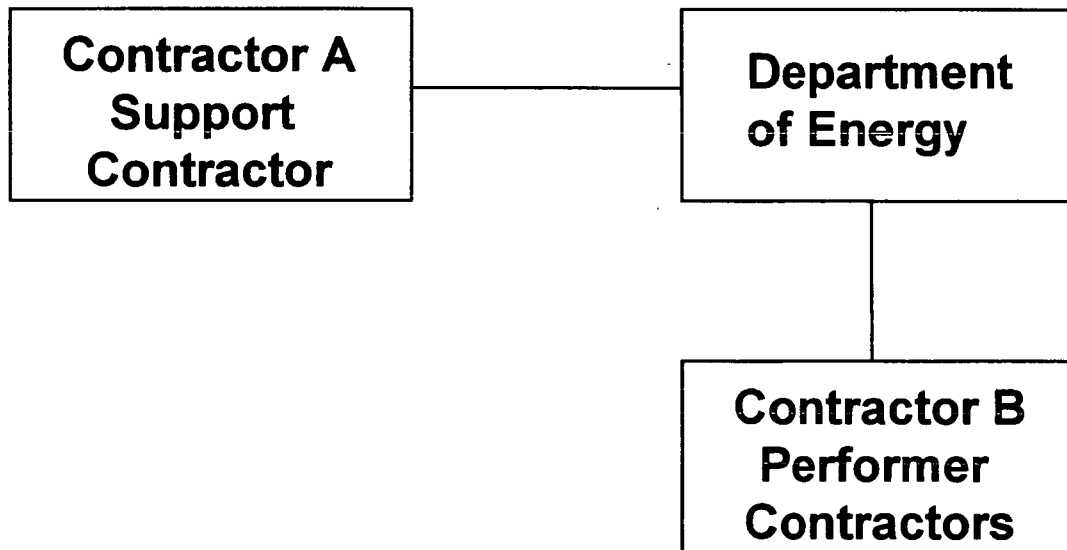


1 INCLUDES ADDITIONAL BUSINESS MANAGEMENT FUNCTION
 2 TEMPORARY REPORTING LINE PENDING APPROVAL OF REQUEST FOR REORGANIZATION
 * ACTING

Reorganized Yucca Mountain Site Characterization Office



Traditional Model of Large Government Agency Operation



Roles of DOE

- **Establish Strategy, Policy, Priorities, Goals and Objectives**
- **Negotiate, award and administer contracts and manage contractors**
- **Approve participant work scope and assess contractor award fee**
- **Define participant work scope**
- **Approve participant budgets and schedules and allocate resources**
- **Accept deliverables**
- **Provide financial management and disburse funds**
- **Conduct external interactions**
- **Select, direct and evaluate DOE personnel**

Roles of PMO

- **Assist YMSCO managers with the integration of the Project**
- **Monitor progress and recommend program-wide cost, schedule, programmatic and technical quality improvements**
- **Provide liaison to other elements of the Program**
- **Facilitate horizontal and vertical integration between all project elements and Suitability, Licensing, and National Environmental Policy Act activities**
- **Facilitate management of technical, cost and schedule baselines**
- **Facilitate preparation of plans**

Roles of Performers

- **Provide input to PMO organization for use in DOE's management of the Project**
- **Conduct assigned performer work scope to established budgets and schedules**
- **Manage and integrate contractor's internal activities and manage subcontractors**
- **Integrate physical functions of the MGDS system**
- **Provide technical advice to DOE**

Status of Reorganization

- **Phase I: Project Management Organization has been established**
- **Phase II: Roles and responsibilities of functional management are being defined**
 - Responsibility and Authority placed at requisite levels where work is accomplished
 - Project Management Organization facilitating progress
- **Phase III: Seamless mosaic of performers - discussions are underway**
- **Phase IV: Breaking down barriers among performer organizations - longer-term goal**

TRW Draft Proposed Plan PMO Contractor Team

- **PMO Contractor Manager reports to M&O General Manager, not M&O Nevada Manager**
- **PMO Contractor Manager provides technical direction to all PMO Contractor/Lab personnel**
- **Separate PMO Performance Evaluation Area**
- **PMO Employees sign non-disclosure agreements**
- **Primary focus to support DOE**
 - **Integration efforts**
 - **Technical evaluations**
 - **Quick response items**

Future Actions

- **Continuation of clarification of roles and responsibilities within the PMO**
- **Continue toward implementation of Phases III and IV of the reorganization plan**

Conclusion

- **DOE understands that it has been issued a mandate for change from many fronts**
- **The components of this mandate are interrelated and sometimes in conflict resulting in two principle challenges:**
 - **defining the appropriate management structure to achieve the necessary changes, and**
 - **developing a process to effectively transition to the new style of operations**
- **It is important in the transition to preserve the good points of the organization, particularly excellence in science, while incrementally augmenting processes with the tools of the new approach**