

QUESTION FROM REPRESENTATIVE HUDSON

Under Secretary for Nuclear Security and Administrator of the National Nuclear Security Administration
General Frank G. Klotz

DOE Modernization: Advancing DOE's Mission for National, Economic, and Energy Security of the United States

Q1. We will hear testimony on the next panel about the need to manage long term change in the nuclear enterprise—and that managing change in an organization like the NNSA is difficult. The testimony indicates that DOE and NNSA have yet to develop a strategic plan to address longstanding accountability and management problems. If these problems are not addressed, they will contribute to the erosion of the nation's ability to maintain our nuclear deterrent.

Q1a. Will you talk about how you're working with the Secretary to make sure there is a strategic plan? And what you are putting in place to measure progress in making reforms?

A1. With the release of the December 2017 National Security Strategy and the February 2018 Nuclear Posture Review, it is imperative that we achieve modern, flexible, and resilient nuclear capabilities that are safe and secure in order to deter 21st century threats and reassure our allies. To meet this critical national security goal, in 2018, National Nuclear Security Administration (NNSA) is taking a holistic approach to strategic planning and is bringing together planning efforts for the nuclear security enterprise, including programmatic offices and the management & operating contractors. NNSA is ensuring that all strategic planning efforts complement one another and cascade from the Department's strategic plan where nuclear security goals and objectives are identified. Looking across the nuclear security enterprise, NNSA is examining the existing strategic and program plans and processes, in addition to laboratory plans, to ensure mission goals, effective management and oversight, and accountability are aligned and achieved.

In addition, a strong and healthy governance and management structure and culture are both critical for NNSA's continuing success in delivering on its national security commitments. Governance is implemented through a collaborative partnership between the Federal and contractor organizations to accomplish a common mission while preserving the Federal independence needed to effectively function in its self-regulatory role. NNSA is taking significant steps in adopting, implementing, and practicing an

improved governance structure, which will lead to an improved mission-focused, performance-based culture. NNSA has embraced three core principles to guide our governance reform efforts: (1) meet all national security mission objectives by enhancing mission awareness and integrating strategic planning and resource management; (2) continuously improve performance by establishing and emphasizing clear lines of authority and accountability and streamlining decision-making; and (3) build enduring and trusted partnerships by enhancing communication and strengthening collaboration. The effectiveness of NNSA measures to improve governance and implement the desired changes in NNSA's culture is already visible. Nevertheless, progress should continuously be assessed and effectiveness of reforms measured with a mind to long-term sustainability and lasting improvements in performance.