

**INTEGRATED SAFEGUARDS AND SECURITY MANAGEMENT
EXECUTIVE COUNCIL MEETING NOTES
OCTOBER 30,2001
LAS VEGAS, NEVADA**

1. OPENING. Debbie Monette, provided opening comments and introduced herself as the new project manager for ISSM.
 - a. Line management is accountable for implementation and maintenance of ISSM systems. Therefore, as the ISSM EC & SSMIT push forward to complete the initial implementation through line management at their sites, it is appropriate to shift the leadership of the EC and SSMIT to match this focus. Therefore, Debbie Monette, a line manager at NNSA/NV, has assumed leadership of the EC. The objective is to incorporate ISSM into normal business processes at each site instead of it being viewed as a stand-alone S&S program.
 - b. Debbie stated that this meeting has three goals: (1) where are we today, (2) what is your path forward to declaring success, and (3) what are the roadblocks preventing success.
 - c. General Gordon and General Haeckel of DP are very supportive of this initiative, especially in view of the recent world events.

2. DEPLOYMENT TEAM.
 - a. Maggie Wood, ALO, gave a status report as the team leader.
 - b. Website. A single POC and site input are needed to get the draft website completed. Maggie Wood will be the POC, Jim Hickok (NNSI) will provide direct technical assistance. The sites agreed to cooperate with input.
 - c. Homepage video. Due to the varied computer platforms, she recommended no streaming video on the website homepage, just an introductory letter and a picture of General Gordon. We can add extra pictures later. The EC concurred with this recommendation.
 - d. Best-practices conference call. Maggie reported no action on this item, but expressed a desire to get the initiative moving. Robert Justice and Robert Park of Oakland Operations Office will set up this conference call during mid December.
 - e. Maggie briefed that we need a POC for an ISSM presentation at the ISM Conference that has been rescheduled for a later date. The EC agreed that we should participate. First we need to discover the status of the ISM conference; then we can make plans. Maggie will work on this and appoint an action officer.
 - f. Letter offering assistance to field went out in August. We received no requests for assistance. The EC decided to send a follow-up letter with in two weeks.

- g. ISSM video needs a POC to work with the NNSI and review and approve the video script. Maggie Wood will be the POC and will work with Jim Hickok. The team will provide input.
- h. Federal site ISSM programs. These programs are being worked on. Albuquerque Operations Office is on board. They will help other sites.
- i. Website. A discussion of the website yielded the following recommendations. The website must be careful not to divulge vulnerabilities. It must emphasize the sharing of information between sites. All ISSM websites will be connected to the extent practical; NNSI will work with the sites to make this happen. The website needs a section that is Password ID protected to allow for private conversations and information sharing. The website will have a banner stating that no sensitive or classified information may be placed on this website. The NNSI will work all of these issues.

3. POLICY TEAM.

- a. Cathy Tullis, the team leader, gave a briefing on policy issues.
- b. Because of the loss of the HQ policy representative to a military call up, we need to get a replacement soon. Debbie Monette agreed to work the issue.
- c. Tasks. The policy team has worked on the 6-month report, the DEAR clause, and guide for ISSM. They have not worked on the last three tasks: annual report, order review, and Integrated Management IM model.
- d. Order Review. Cathy recommended integrating ISSM efforts at reviewing DOE orders with a wider DOE review of orders by run by MA with field participation. The two efforts are not exactly the same, but they need to be coordinated. The first step is getting rid of unnecessary orders. The second step is tailoring orders to ensure that they are reasonable and sufficient. All EC and SSMIT members need to get with their local MA order review effort and ensure that ISSM is considered.
- e. Integrated Management (IM). The general consensus of the EC is that the field is already moving toward an IM model that includes S&S. All agreed that this is a worthy goal.
- f. Six-Month Report. Cathy asked if we should send one to General Gordon? Yes. The EC will send out a data call to the field. The format is ready. EC members will inform Cathy Tullis who the site POC is, so that she can send the data call to the correct person. The sites will have two weeks to provide input by e-mail. The report will go to Debbie Monette by 21 November. She will send the report to General Gordon through Mr. Erickson.
- g. DEAR Clause.
 - i. The Field Management Council summary of the rule has been drafted and is ready to submit. The language is modeled after the ISM clause. The FMC can deal with the issue in 3-4 weeks if

- properly pushed. Rule making takes an additional 6 months. An acquisition letter can be put in place during the interim.
- ii. The EC had a discussion regarding the need for a DEAR clause. Can you put an ISSM clause in all contracts without a DEAR clause? Yes, but the DEAR clause is stronger and more formal; therefore, we should pursue a DEAR clause. In the interim, sites should get ISSM into the contract by means of a policy statement.
 - iii. The EC will review the draft DEAR before it goes to the FMC. EC comments are due by November 7. Then we will send a draft DEAR summary to the FMC by 14 November.
- h. ISSM GUIDE. The guide has been drafted and reviewed. Comments indicated that the guide needs more detail to be more useful. The SSMIT and Policy Team will work on this document and submit it to the EC by 9 Nov. The EC will approve and send to MA for publication Nov 16. NOTE: During the SSMIT meeting it was determined that with the additional detail that needs to be inserted in the guide, additional time is required to submit this document to the EC. The guide will be submitted to the EC one week prior to the next meeting.

4. METRICS TEAM.

- a. Peggy Montoya, Sandia, gave a briefing on ISSM metrics.
- b. Approach. Peggy asked the following questions and issues, which are critical to focusing ISSM metrics efforts.
 - i. What should we measure?
 - ii. How do we measure?
 - iii. Measurements should reflect ISSM principles
 - iv. Measurements should be common where practical and site specific when necessary.
 - v. Employee feedback is essential to make metrics work.
- c. How do we measure the winning of the “hearts and minds” of the line employee? The concept is to balance leading and lagging indicators and to consider both organizational and individual input.
- d. Map to principles. Peggy presented a matrix listing ISSM principles and measurements for each. This matrix can be the basis of ISSM metrics.
- e. Path forward. The team needs EC input and guidance. The SSMIT will then work details and submit to the EC within 30-60 days. We want to use existing S&S measures to the maximum extent.
- f. Discussion. A general discussion ensued regarding how to measure the implementation of ISSM. The general consensus what that we must be very careful how we measure and what we measure. We need to emphasis “leading indicators” such as success with changing the security climate, vs. determining “lagging indicators” such as how many security infractions occurred last year. We need to get some professional help—the NNSI can provide it and will be tasked to put together a survey once they get guidance from the Metrics Team.

- i. We need a baseline for where we are with implementation.
 - ii. We then can measure progress.
 - iii. We also can then declare we have ISSM in place. ISSM is never done; it is a continuing process.
- g. The EC directed the Metrics Team to work out the details of the proposed approach for a baseline survey and provide a recommendation by 1 Nov.

5. ALBUQUERQUE OPERATIONS OFFICE

- a. Maggie Wood briefed the status of ISSM implementation at ALO.
- b. Designated an ISSM coordinator and a technical champion.
- c. Sent a letter explaining ISSM to all employees.
- d. Produced and distributed an ISSM brochure.
- e. The ISSM coordinator has briefed management and the mission council.
- f. The ISSM implementation plan is complete.
- g. Focus group discussion letters have been sent to line managers. Focus groups will occur in November.
- h. Will establish goals, targets, and objectives and then revise the ISSM plan during December.
- i. Will implement the plan December through June.
- j. Will monitor progress through quarterly reports beginning in January.

6. NEVADA OPERATIONS OFFICE

- a. Cathy Tullis briefed the status of ISSM at NVO (including Bechtel NV and Wackenhut); she is the NVO ISSM project manager.
- b. NV and NV Contractor management have been briefed on ISSM.
- c. Management has chartered an ISSM review board.
- d. Developed an ISSM pamphlet and letter.
- e. Conducted initial ISSM training to all employees.
- f. Sent FEDCAST and e-mail to employees to heighten security awareness.
- g. Placed ISSM in strategic plans as a goal with objectives.
- h. Hired a specialist to implement ISSM.
- i. Will develop an ISSM website and input ISSM into annual refresher briefings.
- j. Will develop focus groups, a suggestion box, and giveaways.

7. OAKLAND OPERATIONS OFFICE

- a. Mick Connolly gave a briefing on the status of ISSM at Oakland.
- b. ISSM kicked off with a management letter in March, then followed up with training in April.
- c. In August developed, in concert with LLNL, a gap analysis based on employee input.
- d. Post “9/11” provided daily security awareness bulletins.
- e. Discussed ISSM at bi-monthly All Hands meetings.

- f. Will make ISSM a priority at OAK.
- g. Will formalize ISSM information loop with OAK.
- h. Will cooperate with LLNL and NNSI websites.

8. SAVANNAH RIVER OPERATIONS OFFICE

- a. Joe Cohen gave a briefing on the status of ISSM at SRO, which is an EM site.
- b. Integrating ISSM with the existing ISMS program and using other existing committees.
- c. Created an integrated team of line workers to review and integrate ISMS and ISSM to ensure no duplication occurs.
- d. Have actually used ISSM and ISMS during the execution of several projects.
- e. Use integrated teams for operational readiness reviews.

9. Kansas City Plant

- a. Shirley Baker briefed the ISSM program at KCP.
- b. Enhancing an existing and strong security program by using ISSM.
- c. Goals of ISSM at KCP are as follows: increase knowledge of threats, clarify line management roles and responsibilities, refine security feedback systems, and create a formal security rewards and recognition program.
- d. Created a core ISSM team and later an ISSM divisional team.
- e. Introduced ISSM to the plant through memos videos, intranet articles, and ISSM messages on electronic signs.
- f. Conducted one-on-one discussions with managers to explain how ISSM works.
- g. Enhanced ISSM awareness through adding ISSM to new hire briefings, annual security briefings, security briefings on request and various advertisements.
- h. Created a security ISSM hotline.
- i. Conducting a baseline survey.
- j. Created an ISSM website.
- k. Created a rewards program.
- l. Future activities include an annual employee award, updating security training, conduct a security calendar contest, refining and publishing performance metrics, developing security self-assessment tools for line management, and adding a calendar of security events to website.

10. UNIVERSITY of CALIFORNIA

- a. Terry Owens briefed the UC ISSM efforts.
- b. Developed an ISSM vision, conducted a gap analysis, and created an action plan.

- c. Adopted SSMIT action plan as criteria for ISSM.
- d. Developed ISSM principles/attributes, established milestones, and outlined a closure process.
- e. Terry described a number of issues that need to be addressed by NNSA/DOE to make ISSM work: performance-based security orders, threat data, security budgeting, unclassified sensitive information policy, design basis threat, PAP/PSAP, and Zero tolerance policy.

11. LAWRENCE LIVERMORE NATIONAL LABORATORY

- a. Stu Jossey briefed the LLNL ISSM status.
- b. Developed an action plan to be implemented April 2001 through December 2002.
- c. Action Plan has six primary tasks.
 - i. Define security requirements
 - ii. Define roles, responsibilities, and authorities
 - iii. Strengthen and add tools to meet requirements
 - iv. Improve information dissemination mechanisms
 - v. Enhance and Improve worker/line input mechanisms
 - vi. Validate feedback mechanisms
- d. Implementation is beginning.

12. LOS ALAMOS NATION LABORATORY

- a. Karl Ostenak briefed ISSM implementation at LANL
- b. ISSM is a work in progress at LANL.
- c. Accomplishments:
 - i. Assigned a champion.
 - ii. Conducted ISSM workshops to get line employee input.
 - iii. Developed concept and plans.
 - iv. Developed into ISSM system description.
 - v. Revised LANL security requirements and placed on e-mail. Much reduced and improved.
 - vi. Developed a security help desk.
 - vii. Developed ISSM website.
 - viii. Established ISSM workshop.
 - ix. Created a ISSM Positive Security.
 - x. Revised security training.
 - xi. Revised employee training.
 - xii. Conducted gap analysis.
 - xiii. Future actions: complete and implement plan and program; merge ISSM and ISMS.

13. PANTEX

- a. John Noon briefed the Pantex ISSM program.

- b. ISSM created from the bottom up, including union cooperation.
- c. Created an ISSM Web-page in May.
- d. Advertised ISSM in employee paycheck, in e-mails, and on posters.
- e. Established a security hotline in May.
- f. Developed a feedback system in July (no more surprises mailbox). Line management provides answers to questions.
- g. Included ISSM into self-assessment program.
- h. Future plans are to get middle management fully committed to ISSM.

14. SANDIA NATIONAL LABORATORIES

- a. Barry Schwartz briefed Sandia's ISSM program.
- b. Key concept is to build on existing systems.
- c. Created a workgroup of line managers to integrate ISM and ISSM systems as much as possible.
- d. Assembled a corporate team to implement ISSM.
- e. Developed a detailed project plan.
- f. Developing feedback and improvement systems.
- g. Reviewed policies and procedures: collated, simplified, and clarified.
- h. Clarified ownership of security for all levels and employees.
- i. Created an ISSM portion of the security web portal.
- j. Security on SNL home page.
- k. New integrated ISSM, QA, and ISMS logo.
- l. Path forward: feedback system (e-mail postcard), ISSM as part of self-assessment, combining ISMS and ISSM in a new pamphlet, implementing ISSM, and more advertisements.

15. OFFICE OF SCIENCE

- a. Bill Ney briefed the Office of Science ISSM efforts.
- b. Put security and ISSM into annual laboratory plan.
- c. Area managers, not security managers, are responsible to implement ISSM and all security.
- d. Once get ISSM guidelines, will implement ISSM through area line managers.
- e. Will formalize program, much of which has been developed informally.
- f. Will integrate counterintelligence and other areas into ISSM.
- g. Incorporated ISSM into annual security briefing.
- h. Created ISSM website.
- i. Will build security based upon a risk assessment using the design basis threat.
- j. Started a best-practices study for ISSM and ISMS etc.

16. ISSM APPLICABILITY. The EC agreed that ISSM applies to all elements of DOE, not just the NNSA.

17. AWARDS PROGRAM.
 - a. Jon Todd, NNSA HQ, briefed the awards program.
 - b. Jon has 300 ISSM award plaques. Each site/organization may ask for the amount they need. Jon can have them engraved.
 - c. A certificate of appreciation (Jon has 5,000) is also available. Request them from Jon.
 - d. Jon recommended that the awards program be added to the NNSI ISSM support contract.
18. DECLARE ISSM IN PLACE CRITERIA. Debbie Monette tasked the SSMIT to review and recommend approval of the draft criteria developed earlier.
19. ROADBLOCKS. The EC agreed that the SSMIT needs to clarify the roadblocks list and submit to the EC for resolution at higher levels.
20. NEXT MEETING DATE. The EC will next meet 18 Dec at NVO.