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REPORT ON THE STATUS OF NNSA ACTIONS TO IMPLEMENT INTEGRATED
SAFEGUARDS AND SECURITY MANAGEMENT (ISSM)

Enclosed is a status report which has been prepared by the NNSA ISSM Executive Council. This report serves both as a status report on General Gordon's six-month action plan to implement ISSM within NNSA and as the annual report that the Executive Council is chartered to provide. This report is based on input received from each NNSA federal and contractor site. For each NNSA site, the report identifies accomplishments, future activities, and barriers. It also provides a status of each site's actions to implement the deliverables required by General Gordon's six-month action plan.

I think that after reading this report you will see that NNSA sites have made tremendous accomplishments in implementing ISSM. Additionally, the innovation and creativity that sites have displayed in implementing ISSM has been impressive. There is still more work to be done to implement ISSM, not the least of which is line management taking full ownership of ISSM.

If you have any questions on the contents of the report or require any additional information, please let me know.

A handwritten signature in cursive script that reads "D Monette".

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Enclosure
As stated:

cc w/encl:
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**REPORT ON THE STATUS OF NNSA ACTIONS
TO IMPLEMENT
INTEGRATED SAFEGUARDS AND SECURITY
MANAGEMENT (ISSM)**



January 2002

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Introduction

The success of our national security mission depends on every individual in the National Nuclear Security Administration (NNSA) taking personal ownership of safeguards and security responsibilities in the workplace. On May 8, 2001, the Department of Energy issued DOE Policy 470.1, Integrated Safeguards and Security Management (ISSM). This Policy establishes an ISSM framework that will be used to systematically integrate safeguards and security into management and work practices at all levels so that missions are accomplished securely.

In order to effectively and efficiently implement ISSM within the NNSA, General John Gordon issued a memorandum on March 26, 2001, which provided a six-month action plan for implementation. This report provides a compilation of each NNSA federal and contractor organizations' assessment of their own status of actions taken to implement ISSM.

Highlights

This report contains a chart that graphically depicts site implementation status. The report contains input from each NNSA site on the status of ISSM accomplishment, future ISSM activities, and barriers to ISSM success. It is important to note that NNSA Headquarters is not depicted on this chart. The role of NNSA Headquarters is two-fold. First, their role is over arching implementation guidance to NNSA sites. Second, their role is implementation and oversight as a line organization. With regard to implementation guidance there have been many successes, such as chartering the Executive Council, distributing promotional items and awards, and development of a corporate ISSM Web site. Status of NNSA Headquarters implementation as a line organization needs further refinement. A point of contact should be identified in NNSA Headquarters to determine their status of ISSM implementation.

As depicted in the chart on page 5, all NNSA sites are well on their way toward implementing ISSM. Various barriers have been encountered and many accomplishments have been achieved. This report highlights significant accomplishments to date, including the following:

- NNSA AL developed a model program for federal ISSM implementation.
- Kansas City Plant developed and implemented a "Mugged" by Security reward program where employees who go above and beyond for security receive a security mug and get their "Mug Shot" taken and posted on an internal bulletin board.
- LLNL launched an ISSM Web site for LLNL employees. The Web site contains information on ISSM principles and functions, LLNL points of contact, and describes the gap analysis and action plan that have been published to date.
- LANL formed multiple worker-based focus teams to simplify/replace their entire set of internal Safeguards and Security (S&S) requirements consistent with ISSM, eliminating >4000 pages (from ~4400 down to <400). LANL also, reduced security incidents ~40% from CY00 to CY01 and maintained high self-reporting.
- SNL implemented a corporate process for rollout of S&S requirements documents

involves workers in a partnership with S&S subject matter experts on a corporate team. These documents cover the life-cycle of an activity and integrate requirements from all S&S programs.

Overall the status of ISSM implementation is progressing well. There are actions that are still underway to complete implementation. Future success will be dependant upon the effective transition of ISSM ownership from safeguards and security organizational elements to line management.

Executive Council Activities

The Executive Council was chartered on March 26, 2001. The Executive Council has coordinated strategies for NNSA implementation of ISSM. The following actions have been accomplished by the Executive Council:

- Briefed numerous Department of Energy (DOE) and NNSA federal and contractor management officials on ISSM principles.
- Published DOE Policy 470.1, ISSM, on May 8, 2001.
- Developed a project plan which identified action to be accomplished to ensure ISSM is “in place.”
- Developed contract language, in the form of a DOE Acquisition Regulation clause.
- Provided sites a forum to share ISSM lessons learned and best practices.
- Conducted a best practices conference call for sites to share information.
- Offered site assistance visits to any site requiring ISSM implementation assistance.

It is important to note that while the Executive Council is an NNSA chartered council, non-NNSA elements of DOE have actively participated, i.e., the Offices of Science, Fossil Energy, and Environmental Management. The focus of the Executive Council is now shifting leadership for ISSM to line management.

	NNSA AL	NNSA NV	NNSA Y-12	NNSA OAK	NNSA SR	BECHTEL NV	KCP	LLNL	LANL	Y-12	PANTEX	SNL
1. Introduce ISSM at Site (e.g., site letter, all hands, video, mgmt walkthroughs)	Completed	Completed	Completed	Completed	In Progress	Completed	Completed	Completed	Completed	Completed	Completed	Completed
2. Develop web site	In Progress	Completed	Completed	Completed	In Progress	Completed	Completed					
3. Development feedback mechanisms (e.g., help desk, e-mail, hotline, focus groups)	Completed	In Progress	Completed	Completed	Completed	In Progress	Completed	Completed				
4. Conduct awareness campaign (e.g., posters, fact sheets)	In Progress	Completed	In Progress	In Progress	In Progress	In Progress	Completed	Completed	Completed	In Progress	Completed	In Progress
5. Distribute promotional items.	In Progress	Completed	Completed	In Progress	Not Started	In Progress						
6. Improve two-way communications with employees.	In Progress	Completed	Completed	Completed	In Progress	Completed	Completed					
7. Have employees identify opportunities for further integration/improvement (e.g., focus groups, surveys)	Completed	In Progress	In Progress	Completed	In Progress	Not Started	Completed	Completed	Completed	In Progress	In Progress	Completed

-  Completed
-  In Progress
-  Not Started

ALBUQUERQUE OPERATIONS OFFICE

Accomplishments

- Developed a model program for federal ISSM implementation.
- Met with employees in focus groups to identify obstacles to fully implementing security within the organization.
- Utilized a co-chair approach for ISSM implementation whereby a line manager and security professional are jointly implementing ISSM at AL.
- Established a reporting mechanism with AL senior management to routinely report progress toward full implementation.
- Briefed the AL Mission Council and gained their support for the initiative.

Future Activities

- Continue the focus groups with AL federal employees.
- Perform Gap Analysis.
- Brief Mission Council on Progress.

Barriers

No barriers have been identified to date. Management support and accountability for ISSM is working well.

NEVADA OPERATIONS OFFICE

Accomplishments

- Nevada Operations Office (NV) management has been briefed on ISSM.
- A project plan has been developed to guide NV through ISSM implementation.
- An ISSM Review Board was chartered by the NV Manager.
- A letter and pamphlet from the NV Manager to all employees and contractors was distributed to introduce ISSM.
- Various communication vehicles have been used to heighten security awareness.
- ISSM has been included in the NV Strategic Plan as an identified goal with objectives with line management responsible for implementation.
- ISSM has been included in the contractor award fee as a performance requirement.

Future Activities

- Develop and roll-out a NV complex-wide ISSM Web site.
- Convene focus groups and obtain feedback from employees.
- Post a suggestion box and feedback on the Web site.
- Distribute giveaways and awards.

Barriers

None identified.

Y-12 AREA OFFICE

Accomplishments

- All employees received a security awareness briefing in September 2001 that included a description and purpose of ISSM.
- BWXT Y-12 is currently developing a Web site that has:
 - Information on ISSM
 - Question and Answer for employee feed back
 - Phone numbers for employees to get assistance
 - S&S Topical/Subtopical information
 - Links to other S&S information on the Web (e.g. CMPC, Cyber, Procedures, etc.)
- Promotional "ISSM" notepads were distributed to federal and contractor employees.

Future Activities

- As indicated earlier this year, the Y-12 Area Office (YAO) has not committed much effort to the ISSM program due to other priorities, such as Restart of Operations activities, Office of Independent Assessment and Performance Assurance inspection, Integrated Safety Management (ISM) Validation, S&S staffing, Headquarters requests, implementation of security enhancements due to September 11 incident, etc.
- It will be sometime after the first of the year before YAO will be able to put effort toward ISSM, other than monitoring BWXT's and WSI's progress. A shortage of S&S staffing is a major contributor to the lack of progress. Implementing ISSM has been secondary to developing or establishing what would be considered a base S&S program or division, which YAO has not yet achieved.
- While YAO can not exhibit progress in the formal ISSM program, YAO has made strides in developing an integrated management process. S&S personnel involvement in construction projects and award fee activities are new examples of how S&S is becoming integrated into the site's management process. In addition, the establishment of an S&S Division this year exhibits YAO's commitment to safeguards and security. Senior staff meetings are used to disseminate S&S information to all the division leads and ensure S&S personnel are involved with all activities associated with classified information, special nuclear material, or other activities/issues of security interest.

Barriers

Shortage of S&S staff.

OAKLAND OPERATIONS OFFICE

Accomplishments

- March 2001: Memorandum from the Oakland Operations Office Manager to all OAK employees regarding ISSM.
- April 2001: All-hands two-hour Security Training focused on ISSM; OAK ISSM Point of Contact was introduced.
- May 2001: ISSM pamphlet was distributed to all OAK employees.
- July 2001: OAK worked with LLNL in gap analyses. Reviewed LLNL employees issues, questions, and concerns.
- August 2001: Obtained LLNL gap analyses, discussed NNSA and OAK parking lot issues.
- September 2001, post-9/11: Provided daily security awareness bulletins to all OAK employees with focus on contemporary threats and new security procedures.
- October 2001: Answered ISSM questions at monthly all hands meeting.
- November 2001: Completed draft 2-inch by 3-inch (same size as badge) ISSM placards to be worn with badge at OAK.

Future Activities

- Formalize ISSM “information loop” within OAK.
- Procure finished ISSM placards for all OAK employees.
- Partner SSD with other OAK divisions.
- SSD representatives will sit in divisional meeting.
- SSD will meet with director first to tailor a short seminar to the questions and concerns of the director and his/her staff.
- SSD will make security meaningful to non-security personnel by emphasizing three types of education:
 - consequence (of ignoring security laws/regulations)
 - threat (some are unaware of what threat is, specific examples to be provided)
 - basic security requirements are based in law and not arbitrary bureaucracy (demystify bureaucratic SSD procedures by explaining why the Orders exist)

Barriers

Making non-security personnel feel accountable for security.

SAVANNAH RIVER OPERATIONS OFFICE

Accomplishments

- All hands meetings are conducted to include: security issues, lessons learned, and security infractions occurring in the facility.
- A section of the monthly Safety meeting is devoted to security issues and facility specific security items.
- ISSM has been introduced in the December all hands meetings
- WSRC maintains a Security homepage that includes Security Awareness issues.
- Safeguards and Security maintains a self-assessment program (FA-18) to ensure security standards and requirements are met within security topical areas. This is located on the ISM Web site.
- Facility e-mails are sent out on a frequent basis to facility employees informing them of the security status of the facility or as security awareness bulletins.
- A security office in the facility is manned to assist on all security issues.
- A Security Awareness month for the Tritium Facility was held during July 2001 emphasizing all aspects of security.
- A Security Awareness employee of the month is chosen from employees exhibiting excellent security awareness on various issues related to protection of the facility.
- An OPSEC program is under way in the facility with posters exhibited in every building to include the Entry Control Facility.
- Utilize shift briefings and shift orders to emphasize security concerns.
- Improved general security and specific weapons program security training.
- Tritium Facility management walk-throughs are conducted to assess the readiness and quality of the security program. Deficient areas are listed as action items requiring corrective actions are taken.
- Security buttons are distributed to employees as security reminders/awareness.
- All hands meetings, OPSEC working group meetings, safety meetings, plan of the day meetings, plan of the week meetings, conduct of operations meetings, DOE-SR facility representative meetings, facility manager's council meetings, engineering torque committee meetings include and/or are conducted to emphasize security topics and receive feedback.
- Site e-mail communications are sent out concerning security topical issues with a SME to contact in case of questions.
- Initiated the Tritium Classification Review Board for employees to utilize as a mechanism to reduce misclassification of information. Here the facility seeks to reduce instances of inadvertent release of classified information through misclassification to those with without a need-to-know or the proper security clearance by providing feedback to the requestor.
- A Security Risk Reduction Team was formed to protect classified information and mitigate any inadvertent release of such information.
- A security awareness program is in effect to initiate corrective actions, security improvements, enhanced security integration with operations via a "security employee of

the month” program.

- A security self-assessment program is in effect to identify security non-compliance issues and initiate corrective actions.
- Reviewed computer networking and separated facility computer information and systems from the rest of the SRS.
- Decreased single user classified computer systems access.
- Increased management walk-down assessments related to security. This includes Tritium packaging and pending projects.
- Completed security review of enhanced security measures
- Developed Information Technology Steering Committee which reviews security issues related to information technology and how security is maintained.
- Observed Evolutions are conducted to identify security deficiencies and initiate corrective actions.
- Created the position of Division Information Security Officer (DISO) to receive and disseminate information related to classification issues and the protection of classified information to facility employees.
- Office of Security Evaluations related enhancements to correct identified deficiencies are scheduled for completion.
- An Information Technology Steering Committee was formed to deal with the security of information technology and develop mechanisms for protecting this technology.

Future Activities

- Introduction to ISSM is written and ready to send out to employees.
- ISSM will be introduced in the January 2002 safety meeting
- Tritium Defense Programs/NNSA to develop Web site on ISSM
- ISSM promotional items have been received and are ready for distribution.
- A Security Profile Analysis Report (SPAR) is being developed as a management tool to aid in the identification and control of critical and significant S&S system elements and programs. When complete this document will provide a comprehensive base to evaluate, implement and maintain: critical and significant elements of a graded security approach, defense-in-depth, programmatic commitments, and technical requirements imposed by public law, applicable order or site policy.

Barriers

None identified.

BECHTEL NEVADA

Accomplishments

- Employees are currently being briefed on ISSM via the annual security refresher briefings.
- An ISSM pamphlet is provided to all new hires.
- BN General Manager signed a letter that was sent to all employees informing them of ISSM; attached to this letter was a memorandum and pamphlet from the NV Manager, introducing ISSM.
- BN Security and Performance Assurance are working together to develop a BN ISSM Policy and Process Description.
- Threats and current Security Conditions (SECONS) continue to be communicated via “all employee e-mails.”
- BN appointed a primary and alternate line manager and a primary alternate security representative to the NNSA/NV Safeguards and Security Review Board.
- BN Security met with NNSA/NV SSD counterpart to discuss the development of a NNSA/NV complex-wide Web site.
- As an ISSM incentive to promote awareness, BN security is in the process of purchasing 2,500 identification tags (luggage tags) with an ISSM message.
- As an ISSM incentive to promote awareness, BN Remote Sensing Laboratory Andrews Operations Security Representative is in the process of purchasing badge holder clips with an ISSM message.
- BN Management communicated to all BN employees via Bulletin important changes made to the methods used to process mail at the North Las Vegas and Mercury Mail Centers and at the outlying areas, in order to protect every employee against the threat of anthrax and other agents.

Future Activities

- Convene employee focus groups.
- Formalize incentive program.
- Finalize and roll-out the NV complex ISSM Web site linked from the BN homepage.

Barriers

None identified.

KANSAS CITY PLANT

Accomplishments

- Formed ISSM core team with deliverables of a project plan, draft baseline survey, and the creation of an ISSM team with divisional representatives.
- Introduced ISSM to the plant.
- Distributed ISSM memo to all associates and sub-contractors from Honeywell FM&T President, Dave Douglass, 5/22/01.
- Produced ISSM video from Security Director, Shirley Baker, 6/6/01.
- Published Newsbreak articles (on Intranet).
- Posted ISSM message on electronic signs.
- Held one-on-one meetings between Security Director and Senior Leadership
- Formed divisional team with one or two Points of Contact (POC) for each internal KCP division that meets on a monthly basis.
- Focused ISSM Team members to collect ISSM input from associates, distribute security awareness and training material, and to help mold the KCP ISSM initiative.
- Posted ISSM and security awareness messages on scrolling electronic signs that are located at each of the main gates as well as several internal to the plant.
- Reemphasized use of the security hotline (SAFE - x7233).
- Presented security information to new hires through the initial comprehensive security briefing and through weekly security focused “Career Trek” presentations for general security overview and Cyber Security.
- Revised security baseline survey utilizing input from ISSM POC team and distributed the survey to a random sample of employees.
- Modified Security Web portal to include ISSM feedback tool and Security Frequently Asked Questions (FAQ).
- Developed and implemented “Mugged” by Security reward program where employees that go above and beyond for security receive a security mug and get their “Mug Shot” taken and posted on an internal bulletin board.
- Developed site specific ISSM logo.

Future Activities

- Create annual employee award
- Update security computer based training to include ISSM
- Conduct security calendar contest
- Sponsor quarterly security speakers and/or videos
- Refine and publish performance metrics
- Develop security self-assessment tools for line management
- Add calendar of events to Web portal

Barriers

- Lack of funding for promotional items
- Lack of funding to support security speakers and material

LAWRENCE LIVERMORE NATIONAL LABORATORY

Accomplishments

- Management and supervisor briefings were conducted in March 2001. A booklet was sent to every employee in April explaining ISSM. The booklet also contained a message from the Laboratory Director and General Gordon regarding the importance of ISSM and seeking their involvement.
- An ISSM Web site was launched for LLNL employees in April 2001. The Web site contains information on ISSM principles and functions, LLNL points of contact, and describes the gap analysis and action plan that have been published to date.
- Several mechanisms have been developed and deployed, however additional opportunities are being explored as part of ISSM action plan implementation.
- A plan was developed and published in April 2001 that describes the communications designed to support the development and implementation of an ISSM program. Within the plan, the laboratory has established an effective strategy for ISSM communication:
 - Stage I - NNSA Directives Review
 - Stage II - Introduction of ISSM to all employees
 - Stage III - Gathering employee feedback
 - Stage IV - Communicating the ISSM action plan
 - Stage V - Communications to support full implementation
- LLNL purchased 1,000 key chain locks with the ISSM and LLNL logo. These key chains are provided to personnel who participate in focus groups, action plan development, and other ISSM activities. Magnets and notepads supplied by NNSA have been distributed.
- LLNL has developed a specific task in the ISSM Action Plan which states that mechanisms will be enhanced or developed to assist the institution and (line) directorate staff in interpreting S&S policies correctly and consistently. The task will also look at broader use of S&S security representatives and Directorate Points of Contacts to aid in communication. A help desk was launched in August and continues to be enhanced.
- In the summer of 2001, LLNL conducted 13 focus groups that generated over 300 comments on how to improve S&S. These comments were utilized in the development of the gap analysis and action plan. LLNL plans to utilize focus groups periodically in the future as part of a multi-faceted communication process.

Future Activities

- LLNL is currently developing a project plan that details how the elements of the action plan will be carried out. The plan will be delivered to the University of California (UC) by December 14, 2001, and will contain milestones and an estimate of resources.
- The timetable for ISSM to be "in place" is December 2002. A final milestone of September 30, 2002, requires the UC Vice President for Laboratory Management to demonstrate integration of S&S into LLNL activities by assessing implementation progress in comparison to the elements of ISSM and meeting the milestones of the action plan.

Barriers

None

LOS ALAMOS NATIONAL LABORATORY

Accomplishments

- In January 2000, the Lab Director launched ISSM development by forming a cross-directorate ISSM Steering Team comprising line, program, and support workers and managers plus invited NNSA representation to model it after ISM (line “ownership,” active workforce participation, etc.); also initiated/led Tri-Lab (LANL, LLNL, SNL) ISSM collaborations.
- In July 2000, the Lab Director rolled out ISSM Lab-wide via a mandatory “All Hands” meeting followed by >10,000 employees participating in ISSM workshops that were highly interactive, tailored to the work of individual divisions/groups/teams, and aimed at learning about ISSM, identifying S&S concerns, and soliciting/acting on suggestions for improving S&S performance.
- After the ISSM workshops, “ISSM Individual Performance Objectives (IPOs)” for 2000-2001 were established by partnering employees with their supervisors to develop ISSM IPOs tailored to their individual work duties and security responsibilities.
- Developed/issued Lab-wide “Safety & Security Policy” to supersede “Safety Policy”; initiated “Safety & Security First” (vs. only Safety First) at employee, manager, and senior management meetings; and initiated a weekly venue whereby division directors brief on security incidents that occur within their divisions to share lessons learned and heighten awareness.
- Established “one-stop” Security Help Desk to expeditiously respond to worker questions, concerns, and suggestions; and created ISSM Web site for Lab-wide access to ISSM information including objectives, guiding principles, FAQs, and further opportunities to actively participate.
- Formed a large cross-directorate ISSM Positive Security Behaviors Team to recommend actions for further promoting a positive Lab-wide security environment where people feel free to express their views, voice concerns, and report security incidents.
- Revised General Employee Training (GET) and Annual Security Refresher training to introduce/reinforce ISSM expectations; developed/published ISSM articles in the Lab-wide news bulletin and the Los Alamos News Letter; and initiated the “Security Super Star” employee recognition program.
- Since January 2001, when the UC-DOE contract was extended to include ISSM (Appendix O), LANL has met all contractual milestones (Communications Plan, 4/18/01; Gap Analysis, 8/23/01; Action Plan, 9/28/01) via extensive Lab-wide worker involvement and close collaboration with UC (including Aegis), LLNL, and NNSA, and is well positioned to have ISSM fully “in place” by 12/31/02.
- Also met/exceeded General Gordon’s NNSA-wide “six-month” expectations (see stoplight chart), including actively participating in the NNSA Directives Review and formed multiple worker-based focus teams to simplify/replace LANL’s entire set of internal S&S requirements (all five S&S topical and 32 subtopical areas) consistent with ISSM, resulting in the elimination of >4000 pages (from ~4400 down to <400).
- Reduced security incidents (~40% from CY00 to CY01) and maintained high self-reporting. Also, at the August 9, 2001, management out-brief of LANL’s most recent comprehensive DOE Annual S&S Survey, for which LANL scored the highest possible

overall rating, the DOE Survey Team Leader reported they had found ... “evidence of ISSM at every level.”

Future Activities

LANL has made substantial ISSM progress since CY00 and will stay the course. LANL will aggressively continue integrating security into the way they do business. LANL also will aggressively continue our overall pursuit of a truly unified Laboratory through total Integrated Management (IM) -- safety, security, etc.

Barriers

None. Ongoing active “top-down” leadership and “bottom-up” workforce involvement, along with continued close collaboration with UC (including Aegis), LLNL, and NNSA, will ensure success!

Y-12 PLANT

Accomplishments

- All employees were introduced to ISSM in a security focus briefing given in September 2001.
- Modification of more than 60 Y-12 NSC procedures to incorporate ISSM principles into planning documents.
- Y-12 stood up the Safeguards & Security Policy Organization, which includes a Manager, Integrated Safeguards and Security Management position on October 1, 2001. This position is responsible for implementing ISSM for the Y-12 Complex.

Future Activities

- ISSM benchmarking visit to Los Alamos the week of December 3, 2001.
- Publish a Y-12 NSC ISSM Implementation Plan by January 2002.
- Continue to include ISSM principles into operating procedures as they are revised.
- BWXT Y-12 is currently developing a World Wide Web site that has:
 - Information on ISSM
 - Question and answer for employee feed back
 - Phone numbers for employees to get assistance
 - S&S Topical/Subtopical information
 - Links to other S&S information on the Web (e.g. CMPC, Cyber Security, Procedures, etc.)

Barriers

None identified

PANTEX PLANT

Accomplishments

- The Internet and Intranet ISSM Web pages have been developed and are on line.
- ISSM feedback avenues have been established:
 - ISSM security hotline established.
 - ISSM “GroupWise” e-mail account established.
 - An ISSM e-mail tab is accessible from the Intranet Web page.
- ISSM introductory flyers were included with each employee’s pay stub.
- ISSM posters developed and placed in high traffic areas for maximum exposure.
- ISSM has been included in the General Employee Training (GET) computer-based training (CBT) that each employee must complete each FY.

Future Activities

- The creation and activation of ISSM committees within each BWXT Pantex division.
- Awards and recognition program. (Contingent upon adequate funding allocation.)
- Self-Assessment of ISSM.

Barriers

There are no known barriers to the success of the ISSM program at Pantex. Management is behind our effort and the workers seem ready to do their part. BWXT Pantex has implemented the program, as stated above, and has had some successes. Several BWXT Pantex employees have used the feedback system to present security concerns to management. All of the concerns have been addressed and acted upon.

SANDIA NATIONAL LABORATORIES

Accomplishments (Linked to site deliverables)

1. Various Awareness Mechanisms for ISSM
 - Memo from Lab Director Paul Robinson to all managers, issued in June 2001 .
 - Lab News article to all employees (heavily quoted from Robinson), September 2001.
 - Communications through the corporate S&S Line Implementation Working Group (LIWG) and the ISSM Line Integration Team (LIT).
 - Awareness training developed by line organization for managers, Survival Skills for Managers, which blends ISSM with existing ISM processes.
2. Sandia National Laboratory (SNL) ISSM Web site on the SNL Intranet as of July 2001.
3. Many mechanisms in place. Examples include:
 - Formal corporate Assets and Protection Integration Team, chaired by the SNL Chief Security Officer (CSO).
 - The S&S requirements management process, based on the principles of ISSM, is coordinated through the Security Oversight and Requirements Review Team (SORTeam).
 - Establishment of S&S LIWG and ISSM LIT.
 - Corporate Lessons Learned program enhanced to include S&S issues.
 - Subscription service (Web-based) to S&S lessons learned made available.
 - “Virtual Postcard” from S&S management to line personnel soliciting feedback.
4. Awareness Campaign
 - New integrated ISMS/ISSM/Quality logo and slogan.
 - ISSM posters made available.
5. Distributed NNSA-provided ISSM magnets and pads.
6. Sandia is applying the same mechanisms as in # 3 (above).
7. Employees are involved with both S&S subject matter experts and line (operations) personnel through S&S LIWG, ISSM LIT, the SORTeam, etc.

Future Activities

- New badge cards containing SNL Integrated ISSM/ISM/Quality logo to be issued in the first quarter CY2002.
- Integrated ISSM/ISM awareness/training pamphlet to be issued by the second quarter CY2002.
- Plan to develop and distribute ISSM awards developed by the second quarter CY2002.
- Luggage tags with integrated logo to be issued during the second quarter CY2002.
- SNL ISSM Improvement Plan is in final draft - will be approved by December 21, 2001.
- Continue awareness campaign efforts.
- Share self-assessment best practices and lessons learned developed by line organizations.

Barriers

- Need to pursue integration with ISM or will have multiple management system models.
- ISSM may be perceived by oversight organizations as a program in and of itself vs. a work approach and way of doing business.
- Tracking large numbers of measures instead of a critical few.
- Concern of ISSM evolving from an operations process-improvement effort to an auditing and oversight focus.