

Advance Questions for Madelyn Creedon
Nominee for the Position of Principal Deputy Administrator, National Nuclear
Security Administration

Duties

Section 3141 of the National Defense Authorization Act for Fiscal Year 2002 stated that the Principal Deputy Administrator shall be appointed “from among persons who have extensive background in organizational management and are well qualified to manage the nuclear weapons, nonproliferation, and materials disposition programs of the Administration in a manner that advances and protects the national security of the United States.”

What background and experience do you possess that you believe qualifies you to perform these duties?

I have had over 30 years of experience in a variety of executive and legislative branch positions. In addition to my current position as an Assistant Secretary of Defense, I have served in management positions at the Department of Energy, including as the first Deputy Administrator for Defense Programs at the National Nuclear Security Administration (NNSA). I also served as the General Counsel of the 1995 BRAC Commission. I was honored to serve for many years as a member of the staff of the Senate Committee on Armed Services with responsibilities directly related to those of the Principal Deputy Administrator of the NNSA.

Do you believe that there are actions you need to take to enhance your ability to perform the duties of the Principal Deputy Administrator?

If confirmed, I will focus on understanding the many specific responsibilities and interactions that are necessary to ensure that I can effectively carry out the duties of the office of the Principal Deputy Administrator of the NNSA. I firmly believe that there are always actions that I can take to improve my ability to perform successfully in any position. That said, some of the key areas on which I will focus are program and project management execution, safety and security, maintaining science excellence and ensuring that the NNSA meets its national security commitments.

Section 3141 goes on to state that the Principal Deputy Administrator “shall perform such duties and exercise such powers as the Administrator may prescribe, including the coordination of activities among the elements of the Administration.”

Assuming you are confirmed, what duties and functions do you expect that the Administrator of the National Nuclear Security Administration (NNSA) would prescribe for you?

While there is currently not a permanent Administrator in place to provide guidance to this question, history would indicate that the Principal Deputy would, among other duties and tasks, focus on the internal workings of the NNSA, the budget, and interactions with Congress and other departments and agencies.

Are there any special projects or assignments on which you will focus?

If confirmed, I would expect to work closely with the Administrator to identify specific projects and assignments. I would also expect that some projects would focus on restoring the trust in and credibility of the NNSA.

Major Challenges and Problems

What is your understanding of the role that you will play in the overall administration of the NNSA, in the event that you are confirmed?

If confirmed, I would expect to be focused on the internal workings of the NNSA, the budget, and interactions with Congress and other departments and agencies. This would be consistent with the roles undertaken by my predecessors.

In your view, what are the major challenges that will confront the Principal Deputy Administrator?

The challenges that will confront the Principal Deputy are the same that confront the NNSA itself. Implementation of the Nuclear Posture Review (NPR) and the President's nuclear security agenda will be significant challenges, as will ensuring the continued safety, security and effectiveness of the stockpile and maintaining a highly skilled, trained, and capable workforce at NNSA, its labs and plants. Doing all this under increasingly constrained budgets will be even more challenging. NNSA is midway through its first major life extension program and is beginning work on the second even more challenging life extension program. Two major manufacturing capabilities are in need of replacement, threats from nuclear terrorism and proliferation have become more complex, work is underway on a new reactor for the *Ohio*- class replacement submarine, and the amount of money available to address all of these challenges is decreasing. In addition, confidence in the management of the NNSA has been questioned.

Assuming you are confirmed, what plans do you have for addressing these challenges?

If confirmed as Principal Deputy Administrator, I will develop close working relationships with key partners at NNSA headquarters and field offices, the labs and plants, with other relevant executive branch partners, and with Congress, to understand and address the various problems, issues, and concerns. I would work to establish clear expectations, clear plans and requirements, clear lines of

communications, authority and responsibility, and generally work to restore the credibility of and trust in the NNSA.

What do you consider to be the most serious problems in the performance of the functions of the Principal Deputy Administrator?

If confirmed, I will focus on those serious problems mentioned above. Resolving these problems will take time and the patience of NNSA stakeholders, as well as their support and partnership. Reestablishing these baseline relationships will be the key to success. If confirmed, I will work closely with the Administrator, the leadership of the NNSA and its operating contractors, and the whole NNSA team to achieve this goal.

If confirmed, what management actions and time lines would you establish to address these problems?

If confirmed, I will work with the Administrator of the NNSA and the whole NNSA team, as well as other departments and agencies, to identify, understand, and prioritize the problems facing NNSA, and to develop appropriate timelines to resolve these problems.

Priorities

If confirmed, what broad priorities would you establish in terms of issues that must be addressed by the Principal Deputy Administrator?

If confirmed, and working in conjunction with the Administrator, I would make reestablishing solid baseline relationships an overarching priority. I believe this can be achieved while working on the specific problems that face NNSA. In addition, if confirmed, I would also focus on ensuring that the highly skilled and talented NNSA workforce is closely involved in identifying and resolving the many challenges that face the NNSA. An additional priority would be to establish stability in the program, budget, and workforce.

If confirmed, how will you prioritize the NNSA's budget and management structure to ensure a safe, secure, reliable, and credible nuclear weapons stockpile for the nation?

Achieving this goal will become increasingly more difficult in the face of declining budgets. As a result, focusing on improving NNSA's overall process to accurately estimate costs, establish clear program requirements, and execute those programs will be a priority of mine, if confirmed. I would expect to work closely with the Administrator, the NNSA leadership and the new Under Secretary for Management and Performance to achieve these goals.

Relationships

Please describe your understanding of the relationship of the Principal Deputy Administrator with the following Officials:

A. The Secretary and Deputy Secretary of Energy

If confirmed, I would report through the Administrator to the Deputy Secretary and Secretary and represent the Administrator with these officials in his absence.

B. The Administrator of the NNSA

If confirmed, the Administrator would be my immediate supervisor.

C. The Deputy Administrators of the NNSA

If confirmed, I would serve as the immediate supervisor for the Deputy Administrators for Defense Programs, Defense Nuclear Nonproliferation, and Naval Reactors.

D. The Assistant Secretary of Energy for Environmental Management

Within the NNSA, the Associate Administrator for Infrastructure and Operations is the principal interface with the Office of the Assistant Secretary for Environmental Management (EM). If confirmed, I would interact with the Under Secretary for Management and Performance on EM matters, given that the Assistant Secretary for EM reports to that Under Secretary, as well as the Assistant Secretary.

E. The Assistant to the Secretary of Defense for Nuclear, Chemical and Biological Defense Programs

NNSA's Deputy Administrator for Defense Programs is the main counterpart to the Assistant to the Secretary of Defense for Nuclear, Chemical and Biological Defense Programs. If confirmed, I would represent the interests of the Administrator and the NNSA with this Deputy Administrator, as called for.

F. The Chairman of the Nuclear Weapons Council

The Administrator is the principle interface with the Chairman and the member of the Nuclear Weapons Council. If confirmed, I would represent and support the interests of the Administrator and the NNSA to the Chairman of the NWC as appropriate.

G. The Commander of United States Strategic Command

The Deputy Administrator for Defense Programs is the principal interface with the Commander of United States Strategic Command. As necessary, in the absence of the Administrator, I would represent the interests of the Administrator and the NNSA with the Commander in Chief of the U.S. Strategic Command.

H. The nuclear directorates of the Air Force and Navy

The Deputy Administrator for Defense Programs is the principal interface with the nuclear directorates of the Air Force and Navy. As necessary, I would represent the interests of the Administrator and the NNSA with these officials.

I. The Associate Administrator of NNSA for Facilities and Operations

If confirmed, I would serve as the immediate supervisor to the Associate Administrator of NNSA for Facilities and Operations (Infrastructure and Environment).

J. The Associate Administrator of NNSA for Management and Administration (APM?)

If confirmed, I would serve as the immediate supervisor to the Associate Administrator of NNSA for Management and Administration.

K. The DOE Director of Health, Safety and Security

If confirmed, I would represent the interests of the Administrator and the NNSA as called for.

L. The Undersecretary of Energy for Science and the Director of the Office of Science

If confirmed, I would represent the interests of the Administrator and the NNSA as called for.

M. The Defense Nuclear Facilities Safety Board

If confirmed, I would represent the interests of the Administrator and the NNSA as called for.

Management of the NNSA

What is the role of NNSA's Management Council and, if confirmed, what would be your relationship with the Council?

If confirmed, as the Principal Deputy Administrator, I understand that I would be the lead official of the NNSA Management Council.

In your view are there any changes needed to the management structure of the NNSA?

If confirmed, I would consult directly with the Secretary, the Deputy Secretary, the Administrator, and the Deputy and Associate Administrators regarding what changes need to be made to the management structure of the NNSA.

Trust is clearly an issue that remains a challenge within the nuclear security enterprise, between headquarters and the field. What may assist in addressing this issue is to further clarify lines of authority, responsibility, and accountability within the entire NNSA enterprise. I understand the Secretary has begun to address these management issues. It will also be critical to assess business processes to operate more efficiently as well as NNSA's capabilities for cost estimation and program execution.

In your view are there clear lines of authorities and responsibilities in the NNSA?

I am aware of the relationships prescribed under the NNSA Act and know that governance of the NNSA will be a critical area to focus on if I am confirmed. I would expect to work closely with the Congressional Panel currently conducting a review of NNSA governance. I understand the Secretary has begun to implement reforms that would clarify lines of authority and responsibility specifically in the areas of safety and security across the Department to include the NNSA, and if confirmed would work to understand and implement these reforms.

Do believe that any changes are needed to ensure clear lines of authority and responsibility?

I understand the Secretary has begun to implement reforms that would clarify lines of authority and responsibility specifically in the areas of safety and security across the Department to include the NNSA. If confirmed, I would consult directly with the Secretary, the Deputy Secretary, the Administrator, and the Deputy and Associate Administrators regarding what changes need to be made to the management structure of the NNSA.

As Principal Deputy Administrator, how will you address the findings and recommendations from the dozens of reports that have been published in the past two decades regarding management problems at NNSA/DOE?

I am very familiar with the many reports that have been published over the years identifying management challenges at DOE and NNSA. If confirmed, I will work with the Secretary and the Administrator to continue to tackle these challenges. I would also want to personally engage with the members of the Congressional Advisory Panel who have been charged with examining the governance structure, mission, and management of the nuclear security enterprise.

Weapons Programs Work Force

If confirmed, what specific steps would you recommend for the NNSA to retain critical nuclear weapons expertise, particularly design capabilities, in the federal NNSA workforce and at the labs and the plants?

If confirmed, recruiting and retaining world class talent within NNSA's federal and contractor workforce will be a priority of mine. As the federal agency responsible for the management of the nuclear security enterprise, including one of a kind detection and forensic capabilities, I believe it is essential for NNSA to provide meaningful and challenging professional opportunities that attract and retain dedicated professionals. Central to this effort is fostering an enterprise-wide sense of purpose in NNSA's nuclear security mission. Particular attention must be placed on ensuring that, as the current NNSA workforce ages, the administration maintains partnerships with the academic and university communities through pipelines that encourage and attract the world's best engineers, scientists, and technical experts. Also key to the health of the Labs is maintaining the ability to utilize the independent research and development funds.

If confirmed, what specific steps would you recommend for the NNSA to ensure that adequate and appropriate technical skills are maintained in NNSA workforce and at the labs and the plants?

Successful federal workforce planning is essential for NNSA to retain the appropriate degree of technical skills within the workforce. A combination of well-designed recruitment and internship programs, academic partnerships, continued collaboration with minority serving institutions, and outreach programs with the science and academic community is something I believe will remain critical to NNSA's laboratories and plants.

In your view, what are the critical skills that are needed in the NNSA complex wide?

The success of NNSA's laboratories, plants, and facilities in large part relies upon the federal and contractor workforce maintaining a diverse set of critical skills.

Within the national security laboratories, as the FY 2014 Stockpile Stewardship and Management Plan addresses, the critical skills and knowledge needed include nuclear design and evaluation, computing and simulation, manufacturing and fabrication, electrical, mechanical, and materials engineering, project management, nuclear criticality safety engineering and nuclear design code development. Many of these same skills are also essential for the nuclear nonproliferation, counter-terrorism, and emergency response work of the NNSA. These are just some of the essential skills that underpin the important work across the NNSA complex and programs.

Safeguards and Security

What role, if any, will you have in ensuring safety and security in the nuclear weapons complex?

If confirmed, the safe and secure operation of the nuclear weapons enterprise, personnel, and assets will be my top priority. I will work in partnership with the Administrator, and in accordance with the Secretary's vision to ensure a strong professional culture that values security and safety. This includes executing existing security and safety best practices and working with DOE and NNSA leadership to provide an operationally safe and secure complex. I will also collaborate closely with the Defense Nuclear Facility Safety Board (DNFSB) to ensure that NNSA appropriately applies safety best practices and policies throughout the nuclear security enterprise.

In your opinion, what are the biggest safety and security threats to the facilities and materials in the nuclear weapons complex?

I understand the critical importance of maintaining safety and security at all NNSA sites. If confirmed, I will emphasize NNSA's commitment to proactively mitigate cyber, physical, materials, and transportation security threats, and ensure operational safety standards are met.

What role, if any, will you have in ensuring operational nuclear safety in the nuclear weapons complex?

If confirmed, I will be committed to the safe and secure operation of the nuclear weapons enterprise and the dedicated professionals serving in NNSA's federal and contractor workforce. I will work to ensure that NNSA sites, plants, and staff are properly equipped and trained to effectively execute all applicable safety and security standards and laws.

What role, if any, will you have with the Defense Nuclear Facilities Safety Board?

If confirmed, I will work closely with the Defense Nuclear Facilities Safety Board (DNFSB) on their recommendations. I am quite familiar with the DNFSB's

statutory responsibility to review the design and ensure adequacy of operational nuclear safety controls at defense nuclear facilities. It is critically important for the NNSA to work proactively with the DNFSB early in the design and execution process so as to resolve any operational nuclear safety concerns that could later play a role in the eventual cost of the project.

Stockpile Stewardship Program

What is your view of the Stockpile Stewardship Program's progress towards its goal of being able to continuously certify the U.S. enduring nuclear weapons stockpile as safe, secure, and reliable, without the need for underground nuclear testing?

The Stockpile Stewardship Program has been very successful to date in maintaining a safe, secure, and effective deterrent without the need for underground nuclear explosive testing. Some of the various experimental facilities that underpin the success of the program are the National Ignition Facility at Lawrence Livermore National Laboratory; the Z machine at Sandia National Laboratories; the Dual-Axis Radiographic Hydrodynamic Test Facility at Los Alamos National Laboratory; and the Joint Actinide Shock Physics Experimental Research Facility at the Nevada National Security Site. Underlying the success of all these facilities are the laboratory computational facilities. If confirmed, I will visit all the sites in the NNSA enterprise to meet the workforce and see the capabilities that assess the safety, security, and effectiveness of our nuclear weapons and the experimental tools that contribute to broader national security. I will work to ensure that these facilities are maintained so that the NNSA can continue to make the necessary certifications in the absence of underground nuclear explosive testing.

In your opinion, what are the greatest challenges confronting the Stockpile Stewardship Program?

The greatest challenge that currently confronts the Stockpile Stewardship Program is an unpredictable budget environment. NNSA must balance planned life extension programs and infrastructure modernization investments while maintaining the scientific research and experimental capabilities required certifying the stockpile. I also believe that steady, continued investments in science and engineering at all of the sites remains a core requirement in order to maintain and attract the high quality staff essential to the long term mission of maintaining the deterrent without returning to underground nuclear explosive testing.

Do you fully support the goals of the Stockpile Stewardship Program?

Yes.

In your view what additional capabilities will the Stockpile Stewardship Program need in the next 5 years?

I am not aware of any major additional capabilities required beyond those already described in the FY 2014 Stockpile Stewardship and Management Plan, but requirements will have to be mapped against resource constraints. NNSA needs to have the means to ensure that new technical and policy expertise relating to nuclear policy is “grown” in NNSA as the nuclear workforce continues to age. It is also critical that NNSA have consistent and predictable funding.

Life Extension Programs in Support of the Nuclear Posture Review

As a result of the 2010 Nuclear Posture Review, the Nuclear Weapons Council has laid out a schedule over the next 20 years that involves numerous demands on the NNSA, these are the B-61 life extension program, the interoperable warhead, the W-88 / 87 joint fuse program, the warhead for the long range stand off weapon, in addition to the maintenance of the existing stockpile systems (W-88, W-87, W-76, W78, B-61, B-83 and W-80).

What do you see as some of issues in this ambitious schedule that concern you?

In my current capacity as the Assistant Secretary of Defense for Global Strategic Affairs, I am very much aware that nuclear modernization work of this kind is expensive, technically demanding, and time consuming. The Nuclear Weapons Council has developed a strategy for managing the cost, scope, and schedule of these modernization activities. This strategy should help refine the concurrent nature of this work to better map our requirements, planned resources, and workforce capabilities. Of course maintaining the budget needed to achieve the strategy will be a challenge.

Are you concerned this schedule is achievable if sequestration continues?

I am very concerned about the effect of sequestration and general budget constraints on this schedule. Consistent and predictable funding is essential to maintaining the planned schedule for such complex and technically challenging modernization programs. Given my experience at DoD, I am well aware how sequestration, as well as continuing resolutions, can cause crippling uncertainty for the people and the programs.

The NNSA is in the early stages of an effort to develop an interoperable warhead for the W-88 and W-78 systems.

If the cost of the interoperable warhead become prohibitive would you support life extensions of the existing systems?

I believe that this decision would be in the purview of the Nuclear Weapons Council, which has full awareness of and the statutory responsibility to consider various technical, military, and budgetary options and issues.

Do you support the current scope of the B-61 mod 12 life extension program?

Yes.

Are you concerned about the overall cost of the B-61 mod 12 life extension program and if so what particular issues are of concern?

The B61-12 LEP was chosen as the option that meets military requirements at the lowest cost. If confirmed, I will continue the NNSA's commitment to a safe, secure, and reliable nuclear deterrent. This includes sustaining and maintaining the nuclear stockpile, and modernizing the nuclear infrastructure and delivery systems. The President has said that the United States will retain a safe, secure, and effective nuclear deterrent, as long as nuclear weapons exist. Modernizing the stockpile is essential to achieving that goal but will become more challenging in a constrained budget environment.

The Senate Appropriations Committee has proposed a reduction of \$168 million to the President's FY 2014 request for the B61 Life Extension program. What impact will this have on the B61 LEP in terms of cost and schedule? And how might it affect other planned LEPs?

A cut of this magnitude would substantially delay the overall schedule and could jeopardize the overall effectiveness of the weapon system. A slip to the B61-12 LEP could also adversely impact the schedule for future LEPs

Overall Management

What is your view on the relationship and the relative duties and responsibilities of the Secretary of Energy as found in the Atomic Energy Act and the Administrator of the NNSA?

The NNSA Act states that the Secretary establishes overarching policy for the DOE and the NNSA and may direct DOE officials to review NNSA programs and activities. These DOE officials can then make recommendations to the Secretary regarding administration of the NNSA program and activities. Having served as the Deputy Administrator for Defense Programs during the first year of the NNSA, I have an appreciation for the critically important role of the Secretary in ensuring the mission of NNSA is successfully executed, and the need to work cooperatively with the other organizational units of the DOE.

Do you believe that there are any organizational structure issues in the NNSA that should be addressed to improve management and operations of the NNSA, or that you would address if confirmed?

I believe the statutory structure of the NNSA is sound and that the primary challenge lies with implementing that structure. The challenges related to site security and major project management have been among the most significant. If confirmed, I will focus on implementing and then sustaining the reforms to security that have been put forth by Secretary Moniz and implementing additional reforms as needed. If confirmed, I will work with the Administrator, Deputy Administrators, Associate Administrators and the leadership of the NNSA facilities to build on improvements to NNSA's project management, program review, and cost estimation expertise. This collaborative effort will include creating an implementation plan to stand up NNSA's Office of Cost Estimation and Program Evaluation as directed by the Fiscal Year 2014 National Defense Authorization Act (NDAA).

The NNSA and the Department of Energy has been plagued by cost overruns and project cancellations related to the construction of nuclear facilities, nuclear weapons modernization programs and nuclear stockpile stewardship facilities.

How serious are these cost overruns in your view?

Cost overruns are a very serious issue. NNSA is challenged in the coming years with a significant uptick in work activity related to modernization of the stockpile and responsive infrastructure. If cost overruns persist, NNSA's critically important mission could be adversely affected.

What steps will you take, if confirmed, to ensure they are not repeated in the future?

If confirmed, and as I stated before, I will work with the Administrator, Deputy Administrators, and Associate Administrators to build on improvements to NNSA's project management, program review, and cost estimation expertise in an effort to ensure we are committing to work that can be delivered on time and on budget. This collaborative effort will include creating an implementation plan to stand up NNSA's Office of Cost Estimation and Program Evaluation as directed by the Fiscal Year 2014 National Defense Authorization Act (NDAA).

Do you believe that the expertise of Department of Energy personnel serving outside the NNSA can be helpful to you if confirmed? If so, how do you expect to utilize this expertise if you are confirmed?

Yes. The Department of Energy relies upon an exceptionally skilled workforce at the laboratories, plants, and headquarters. If confirmed, I would enthusiastically

utilize the world class expertise that exists throughout the complex to drive favorable outcomes to NNSA's toughest challenges.

Are you aware of any limitations on your authority, if confirmed, to draw on that expertise?

No. I am not aware of any limitations on my authority, if confirmed, to draw on the expertise that resides within the Department of Energy. If, however, any are identified, I will work promptly with the Administrator, the Secretary and Deputy Secretary to resolve any issues.

What is your view of the extent to which the NNSA is bound by the existing rules, regulations, and directives of the Department of Energy and what flexibility, if any, do you believe you would have in implementing such rules, regulations, and directives?

If confirmed, I will adhere to the NNSA Act, which sets forth the relationship between the DOE and NNSA. The Department of Energy and the NNSA have a unique partnership in order to ensure the integrity of the nuclear security enterprise. I anticipate working closely with the Administrator in conjunction with the Secretary, the Deputy Secretary and the other senior leadership throughout the Department to ensure the NNSA runs smoothly and efficiently.

Advisory Board

The NNSA had an external advisory board, which included technical and other subject matter experts to provide advice to the NNSA. The charter for the board was allowed to expire. In your view is there any benefit to reconstituting an advisory board? Why or why not?

I believe there is great value gained by receiving advice and counsel from external groups comprised of subject matter experts. If confirmed, I will work with the Administrator to determine the most appropriate format to utilize outside expertise.

Facilities and Infrastructure

The Department of Energy and the NNSA have looked at, and have in some circumstances used, third party or other alternate financing options for construction projects.

If confirmed, would you commit to review carefully any NNSA proposal to undertake construction projects with funding approaches that deviate from the traditional line item funding approach?

Yes. If the NNSA finds that third party financing arrangements are beneficial in the future, if confirmed, I would commit to ensuring that Congress is fully informed of all plans to use third party financing and that all projects are consistent with Executive Branch and statutory requirements.

In addition, would you commit to keep the committee fully informed of any such proposals, to fully coordinate any proposal with the Office of Management of Budget, and to ensure that any such proposals include a business case documenting that any alternative financing approach is in the best interests of the taxpayer?

Yes.

One of the goals of the effort to modernize the nuclear weapons complex is to reduce the number of square feet of building space.

As the NNSA proceeds with construction projects in the future, would you commit to support the goal, and work to include in the total project cost of any new facility the cost to dispose of any buildings or facilities that are being replaced?

Yes.

In some instances the disposition of old buildings might be more appropriately handled by the Office of Environmental Management (EM). In your view under what circumstances should EM be responsible for the disposition and under what circumstances should the NNSA be responsible?

I support the current division of labor where EM disposes of facilities with process-related contamination (i.e. contamination not commonly managed in private sector operations, typically radioactive contamination) and NNSA disposes of all other facilities. I understand that discussions are ongoing between NNSA and EM to develop more specific criteria for transfer, and if confirmed as Principal Deputy Administrator, I would support this work to further clarify roles and responsibilities in this area. I recognize that the current inventory of process contaminated surplus facilities DOE-wide will require substantial time and resources to disposition and these process contaminated facilities tend to present higher risks than other surplus facilities, so I would support looking at ways for NNSA to complete prudent risk reduction activities while awaiting transfer to EM.

Do you believe that clear criteria exist on which to make disposition determinations?

If confirmed, I will review carefully the existing criteria for their adequacy. If necessary, I will make recommendations to the Administrator to clarify relevant criteria.

The Facilities and Infrastructure Recapitalization Plan (FIRP) was terminated in 2013. This program was intended to reduce the large backlog of deferred maintenance for NNSA facilities.

With the termination of FIRP, how do you believe NNSA should continue to address its backlog of deferred maintenance?

I understand, since the termination of FIRP, NNSA's deferred maintenance backlog has increased. If confirmed as Principal Deputy Administrator, I would support NNSA efforts to prioritize the existing resources and identify opportunities for enterprise-level solutions to reduce the maintenance backlog.

As Deputy Administrator, how will you ensure the deferred maintenance backlog continues to be reduced?

If confirmed as Principal Deputy Administrator I will prioritize NNSA's existing resources and identify opportunities for enterprise-level solutions to reduce the maintenance backlog.

Environmental Restoration and Waste Management

What responsibility do you believe the NNSA should have for funding, managing, and disposing of its current and future hazardous waste streams and for future environmental restoration?

I believe that as the landlord of its eight sites, NNSA is responsible for managing and disposing of its current and future hazardous waste streams and ensuring that these operations do not create future environmental restoration obligations. Environmental restoration, however, is not a core NNSA capability – NNSA's responsibility is to ensure that EM, the partner DOE program with that core capability, and all NNSA stakeholders, including Congress, are aware of NNSA's requirements. This will require close teamwork and partnership between NNSA and EM. If confirmed, I will work to ensure NNSA and EM work together to meet these needs.

What specific steps do you believe the NNSA should take to negotiate programmatic responsibilities for environmental activities between the NNSA and the Office of the Assistant Secretary for Environmental Management?

NNSA and EM are partners, each with their own core capabilities. NNSA works with its EM counterparts at all levels to ensure each understands the total

requirement and how they will work together to protect workers, the environment, and the public. I think the division of responsibilities between NNSA and EM is well understood, but if confirmed I will commit to review this relationship and to ensure its continued success.

If confirmed, what role do you anticipate you will play in this process?

If confirmed I would work to ensure that environmental restoration, waste management, and facility disposition goals are included as appropriate in each relevant senior manager's performance goals, including mine, and are addressed in all strategic plans and budget submissions, and that each funding decision is fully informed by the risks it accepts.

Defense Nuclear Nonproliferation Programs

In your view, are any policy or management improvements needed in the Defense Nuclear Nonproliferation Programs? If so, what improvements would you recommend?

NNSA's Defense Nuclear Nonproliferation (DNN) programs are vital to U.S. national security and are a first line of defense in reducing the risk of nuclear terrorism and proliferation. If confirmed, I would commit to working with the Secretary, Deputy Secretary, Administrator, and Deputy Administrator for Defense Nuclear Nonproliferation, as well as other strategic partners, to consider the future of the DNN programs as we move towards the goal of permanent threat reduction where possible, vice a prevention-focused approach. Great progress has been made to date on securing vulnerable nuclear material worldwide, but much work remains to address the nuclear terrorism and proliferation threat.

In this fiscally constrained environment, it will be critical to continue to move some of our foreign cooperative relationships from assistance to partnership. In addition, we need to engage our international partners to ensure that work completed to date is maintained and sustained.

NNSA has significantly expanded its work in the Megaports program in cooperation with the Department of Homeland Security and to secure vulnerable weapons usable materials worldwide, the Global Lockdown program, which is being implemented in cooperation with the Department of Defense.

If confirmed, would you commit to keeping the Congress fully informed as to the success of, as well as any problems with these cooperative relationships?

Yes. If confirmed I would commit to keep Congress fully informed of these cooperative relationships. From my current vantage point as the Assistant Secretary of Defense for Global Strategic Affairs, I see the tremendous

interagency cooperation among the Departments of Defense, State, Energy, and Homeland Security, the Intelligence Community, the Nuclear Regulatory Commission, and the FBI and if confirmed, I will work to ensure those important relationships continue. These relationships leverage expertise and resources and ensure there is no duplication of effort and no major gap in addressing the broad scope of nuclear security issues at home and abroad.

The NNSA has responsibility for the bulk of the Federal Government's basic research on radiation detection technologies as well as other nuclear technologies, such as those used in nuclear forensics.

If confirmed, would you commit to undertake a review of the nonproliferation research and development program to ensure that it is adequately funded and fully coordinated with the activities of other federal agencies?

I understand that an external review of the R&D program was completed in May 2011, and that the recommendations from that review have been implemented.

If confirmed, I will work with the Administrator and the Deputy Administrator for DNN to ensure these critical R&D activities are fully supported and coordinated.

The NNSA nonproliferation programs have occasionally had implementation issues that have resulted in large carryover balances.

In your view is the management in place to implement the new Global Lockdown program and to ensure that the funds are spent in a timely and effective manner?

I understand there has been tremendous success in achieving President Obama's four-year effort to secure vulnerable nuclear material worldwide but that much work still remains for the future. If confirmed, I will work with the Administrator and Deputy Administrator for DNN to ensure the continued implementation of the Global Lockdown program and that funds are spent in a timely and effective manner.

If not, what changes would you recommend?

I am not in a position to recommend any changes at this time. If confirmed, I would discuss this further with NNSA and DNN leadership.

National Laboratories

The NNSA, as the steward of the 3 National Security laboratories, has a responsibility to ensure that the labs are capable of meeting their broad national security obligations, not just those of the NNSA.

What is your view on the role of the 3 National Security laboratories in addressing broad national security challenges and the role of the NNSA in overseeing those activities?

The 3 National Security Laboratories have a unique role in ensuring a variety of national security challenges are met. Maintaining the vitality of the laboratories and sites and the core competencies of the workforce at each site must be a priority for the NNSA. NNSA laboratories and sites possess unique capabilities that other agencies utilize to serve their national security missions. Supporting these national security missions not only advances the nation's security interests, but also exercises, challenges, and augments workforce skills and laboratory capabilities. In addition, there are often direct benefits back to NNSA's programs. I firmly believe in order to recruit and retain top-notch personnel you must provide them challenging and interesting work – including national security work – as well as world-class laboratory equipment and facilities in which to work. NNSA has a role to enable this kind of work and a responsibility to understand the benefits from these efforts. NNSA also has a responsibility to oversee the work of the laboratories to ensure they perform the work entrusted to them and they do so safely and securely.

In your view are there any changes that are needed to facilitate or improve the work for others program at the 3 National Security laboratories?

If confirmed, I will review the interagency work performed at the three laboratories and make a recommendation to the Administrator about any changes that may need to be made.

The three NNSA laboratories are federally funded research and development centers (FFRDC) run under a government-owned, contractor-operated model.

Do you see these laboratories as simply contractors, or partners in carrying out NNSA's mission?

As FFRDCs, the three NNSA laboratories have a special long-term relationship with NNSA. As such, they have access to information, equipment and property beyond that of normal contractual relationships and operate in the public interest with objectivity and independence, free of organizational conflicts of interest. The NNSA contractor operators of the labs and plants have special and unique national security responsibilities. NNSA relies on the technical expertise of the 3 laboratories as they are integral to the mission and operation of NNSA. I do, however, believe the relationships between federal employees and the laboratories, as well as the plants, must be strengthened.

Do you believe the directors of the three NNSA laboratories have a statutory duty to provide objective advice and opinions to Congress? If so, how will you ensure Congress receives such advice?

The directors of the three NNSA laboratories have a statutory duty to provide their advice and opinions to Congress as directed by various reporting requirements, such as the requirement at 50 U.S.C. § 2525 to provide a Stockpile Assessment Report which is transmitted to Congress through executive agencies and the President. If confirmed, I will make sure these statutory requirements are carried out.

Materials Dispositon Program

The NNSA is responsible for implementing the United States commitment to the Russian government to dispose of 34 metric tons of weapons grade plutonium. There are many issues and challenges facing the program including the fact that it is substantially over budget.

What role will you play in ensuring that all aspects of this program will be on schedule and on budget and if necessary to review alternative disposition technologies?

In my current capacity at DoD, I am aware that the Department is conducting a review of options for plutonium disposition and that the Secretary of Energy will make a determination on the path forward in the near future. If confirmed, I would work with the Secretary, Deputy Secretary, the NNSA Administrator and Deputy Administrator for Defense Nuclear Nonproliferation, other U.S. government leaders, as well as our international partners to ensure that we are pursuing our commitments in the Plutonium Management and Disposition Agreement with Russia and that the Secretary's guidance is implemented.

Cost overruns are always a concern but even more so in today's fiscal climate. If confirmed I will work with the Administrator to implement the Secretary's decision effectively and efficiently.

National Ignition Facility

The National Ignition Facility (NIF) supports nuclear weapons experimental work but also has the capability to support a broad range of science and energy research challenges.

If confirmed, what role, if any, will you play in ensuring the success of the NIF and to ensure that NIF is fully utilized?

If confirmed, I will support the Administrator in maintaining NIF as a central part of the NNSA enterprise. It is an essential facility for understanding our nuclear

weapons stockpile in the absence of nuclear explosive testing to ensure a safe, secure, and effective nuclear deterrent. NIF also contributes important capabilities to basic science and energy research.

What are the future implications to the facility and the stockpile stewardship program if NIF does not achieve sustained ignition?

The work at NIF is vitally important to ensuring the safety, security, and effectiveness of our nuclear weapons stockpile. All of NIF's experiments contribute to our knowledge of nuclear weapons characteristics and, in turn, to implementing our stockpile stewardship program.

Do you believe NIF should be utilized primarily to support stockpile stewardship activities, energy research, or basic science?

NIF was built as a stockpile stewardship tool and I support its use to maintain the stockpile.

Contractor Operated Facilities

What recommendations, if any, would you make to improve oversight of and contractor management of the facilities in the nuclear weapons complex?

Before making any specific recommendations, and if confirmed, I would review the existing system to understand the existing oversight methodologies. As needed I would then work to ensure that there are clear lines of authority, responsibility, and accountability for both federal and contract staff; that performance expectations are understood to achieve mission requirements in an efficient and effective manner; and that there is a strong emphasis on strengthening the safety and security culture. I understand that NNSA is making headway in its efforts to hold its contractors accountable for performance, particularly in its capital construction projects. I would hope to build upon these early successes.

In your view what is the role of the NNSA field offices in the oversight of the contractor operated facilities?

The NNSA field offices, as the first line of oversight, are best positioned to recognize potential issues before they become problems. For them to be successful the partnerships between headquarters and field and between federal and contractor employees must be strong.

Do you believe that recent problems contractor-operated facilities have resulted from too little government oversight?

The Department has been criticized for both too little and too much oversight in regards to contractor-operated facilities. Before I take a view on the problem in specific instances, I would need to evaluate the situation in greater detail. I understand that NNSA is working to improve oversight mechanisms, to include clarifying roles, authorities, and functions for the organization. If confirmed I would work to ensure that the right balance of oversight for the specific activity is achieved and maintained.

Congressional Oversight

In order to exercise its legislative and oversight responsibilities, it is important that this Committee and other appropriate committees of the Congress are able to receive testimony, briefings, and other communications of information.

Do you agree, if confirmed for this high position, to appear before this Committee and other appropriate committees of the Congress?

Yes.

Do you agree, if confirmed, to appear before this Committee, or designated members of this Committee, and provide information, subject to appropriate and necessary security protection, with respect to your responsibilities as the Principal Deputy Administrator?

Yes.

Do you agree to ensure that testimony, briefings and other communications of information are provided to this Committee and its staff and other appropriate Committees in a timely manner?

Yes.

Do you agree to provide documents, including copies of electronic forms of communication, in a timely manner when requested by a duly constituted Committee, or to consult with the Committee regarding the basis for any good faith delay or denial in providing such documents?

Yes.