

Fragmented Collaboration Is a Mission Risk

Why Ad-Hoc Tools Fail at DOE & NNSA Program Scale

1

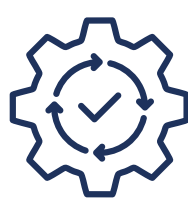
Where Program Risk Actually Emerges

DOE and NNSA programs rarely fail because of bad engineering or weak intent. They fail quietly — when coordination fragments, decisions scatter, and evidence has to be reconstructed under pressure.



Mission Participants

- National Laboratories
- DOE & NNSA Program Offices
- M&O and Prime Contractors
- DoD & Interagency Partners
- Oversight & Review Bodies



Execution Reality

- Mixed-classification environments
- Disconnected or constrained networks
- Parallel tools adopted out of necessity



Failure Modes

- Context lost in handoffs between teams
- Decisions fragmented across systems
- Evidence reconstructed after the fact
- Visibility surfaces only under scrutiny



Risk accumulates during daily execution — not during oversight.”

2

At Program Scale, Collaboration Must Function as Infrastructure

When collaboration cannot preserve context, decisions, and approvals continuously — across organizations and operating environments — programs absorb hidden risk. Technical success elsewhere does not offset execution and compliance exposure created by fragmented coordination.



Mission-Ready Collaboration Must:

- Preserve operational context end-to-end
- Support oversight requirements without slowing delivery
- Maintain a persistent, auditable system of record
- Scale across organizations, phases, and security boundaries



This is not about convenience. It is about control.

3

Designed for Joint, Regulated Mission Environments



Architectural Requirements

- On-prem, government cloud, or air-gapped deployment
- Role-based access control with audit logging
- Operates in disconnected, degraded, or constrained conditions
- Workflow-driven coordination and approvals
- Encryption in transit and at rest



Architectural requirements — not feature preferences.

4

What This Requires in Practice

For collaboration to function as mission infrastructure, platforms must.



Requirements List

- Serve as a persistent system of record for conversations, decisions, and approvals
- Enable workflow-driven coordination without defaulting to email or informal channels
- Enforce role-based access and visibility across organizations and classifications
- Preserve audit-ready evidence continuously — not reconstruct it under review
- Maintain continuity across disconnected, air-gapped, or bandwidth-constrained environments



These requirements define how Mattermost is architected for regulated, mission-critical environments.