

QA Quarterly

October 2008

Quality Assurance Corporate Board News

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QA Corporate Board Executive Members:

Federal Representatives

Dae Chung
Chair (HQ)

Sandra Waisley
Deputy Chair (HQ)

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Richland

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River Protection

Jeffrey Allison
Savannah River

William Murphie
Portsmouth & Paducah

Rick Provencher
Idaho

Jack Craig
EM Consolidated
Business Center

David Moody
Carlsbad

Robert Brown
Oak Ridge

Chip Lagdon
Chief of Nuclear Safety/HQ

Contractor Representatives

Alan Parker
Energy Solutions

Steve Piccolo
URS Washington Group

David Amerine
Parsons

George Jackson
Fluor

Thomas Stevens
AREVA

Mark Spears

Gary Grant - Backup
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David Walker
Bechtel

Michael Mason
BNI/ EFCOG

Joe Yanek
Fluor/EFCOG

Leo Sain
URS Washington Group

Message from the Chair



Dae Chung
Chair

Welcome to Fiscal Year 2009!

I am beginning this new fiscal year with our first issue of the Office of Environmental Management (EM) Quality Assurance (QA) Quarterly, a newsletter that will be published four times a year to provide information to the EM QA Corporate Board members and our new QA Community of Practice.

In the EM-Complex we have a tremendous challenge to reverse negative performance trends and to resolve problems, and ultimately instill a quality conscience in everything we do. But I am proud, and I hope you are too, of what our partnership – both federal and contractor employees at Headquarters and the Field – has accomplished in the last year. Our collective energy level on establishing a quality culture in the EM Program was illustrated by the last QA Corporate Board meeting in Denver, Colorado, where 50 senior contractor and federal executives and staff attended. These executives all have chosen to actively participate, contribute, and make decisions on our quality path forward. As you may well know it is too easy to accept the status quo in a government environment. Administrations come and go and, thus, programs and initiatives come and go. However, we have created the momentum with a lot of energy and passion to correct and improve, and to perform work safely, correctly, and reliably.

I see this as a matter of the public's confidence not only in terms of safety, but for overall performance. Our performance in these critical areas today can influence future policy decisions relating to the DOE nuclear business and abroad, including the much anticipated nuclear renaissance. As leaders, we need to proactively address the current issues that challenge us; and we must be willing and able to learn from past mistakes. This is the essence of the new EM QA Corporate Board. As Admiral Donald stated in his recent remarks at the NAVSEA 2007 Engineering Leadership Conference: *"And while it is easy to point fingers when things go bad, it is important to recognize that we, in this room, bear some responsibility for those and other shortcomings."* Further, he stated: *"The consequences of failure are too severe for complacency."* I believe his remarks resonate well with what we have done so far and what we will continue to do in the future.

Mark Your Calendar

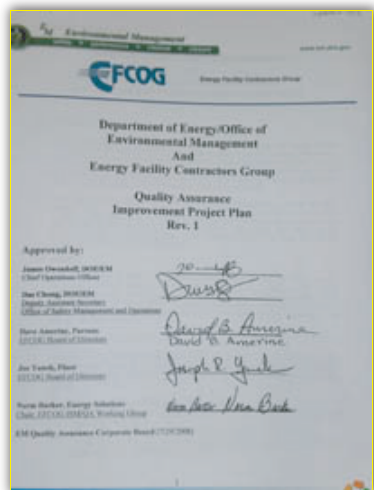
Date	Event	Location
Oct. 20-24 2008	EM QA Academy NQA-1 Training Course	Carlsbad, NM
Nov. 13-14 2008	EM QA Corporate Board Meeting (3rd Meeting)	Atlanta, GA
Nov. 18-21 2008	EFCOG ISM/QA Working Group Meeting/ Training	Las Vegas, NV
Mar. 10-12 2009	NRC Regulatory Information Conference	Bethesda, MD
April 19-24 2009	Society of Quality Assurance Annual Meeting	San Diego, CA

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1st QA Board Meeting - Las Vegas, NV



The EM Quality Assurance (QA) Corporate Board was established and Charter approved on March 13, 2008 during the first meeting in Las Vegas, Nevada. The QA Corporate Board was established to facilitate institutionalization of QA in the EM-Complex. The Board includes both federal (voting) and contractor (non-voting) representatives. During the first meeting five top

priority QA issues were identified: Requirements Flow Down; Adequate NQA-1 Suppliers; Commercial Grade Dedication Implementation; Graded Approach to Quality Assurance; and Line Management Understanding of QA and Oversight. Subsequently, the EM and the Energy Facility Contractors Group (EFCOG) QA Improvement Project Action Plan was developed and five working groups established to focus on these priority issues. The working groups, comprising two co-leads (federal and contractor) and team members from the EM-complex, developed individual project focus area plans with 2008 and 2009 milestones.

Sandra Waisley, Director of Standards and Quality Assurance, provided an overview of the new EM Headquarters Office, which was stood up in January 2008, and the 2008 EM QA Improvement Initiatives. Currently, the office consists of six

QA professionals, and four positions are being competed. The office will have a multi-disciplinary workforce, including subject matter experts in areas such as: quality assurance, electrical and instrumentation control, mechanical systems, chemical process safety, construction management, nuclear operations/operations readiness, and nuclear safety. Some of these professionals will be duty stationed at the field sites.

The need to establish an EM Centralized Training Platform or Academy was discussed also. The primary objectives of the Training Academy are: 1) Provide training to EM personnel in basic QA competencies; and 2) Meet the requirements for Lead Auditor certification in accordance with NQA-1. The first course will be offered October 20 – 24, 2008, in Carlsbad, New Mexico. More details of this training are provided in this newsletter on page 4.

Chip Lagdon, Chief of Nuclear Safety (CNS) in the Office of the Under Secretary of Energy, provided an overview of his office. The office was formed out of Defense Nuclear Facilities Safety Board recommendation 2004-1 and is modeled after NUREG 0660, safety engineering group. This office provides oversight and technical evaluation of DOE programs. The office has reviewed all technical issues related to EM projects for six years, which led to development of DOE Order 410.1 (Central Technical Authority Responsibilities Regarding Nuclear Safety Requirements). Further, the CNS office concluded there was a need for an EM Standard Review Plan because there is no consistency in what is reviewed and what the expectations are for EM Integrated Project Teams and Federal Project Directors. [↗](#)

2nd QA Board Meeting - Denver, CO

The second EM Quality Assurance Corporate Board Meeting was held July 29-30, 2008 in Denver, Colorado. The meeting included 46 Board members and two members of the Defense Nuclear Facilities Safety Board accompanied by two staff members. During the 1 ½ day meeting the majority of the agenda was focused on the five working groups established after the first Board meeting in March 2008. The working groups presented the status of their activities and milestone schedules. Accordingly, the Board members voted and approved the EM/ EFCOG QA Improvement Project Action Plan.

On the first day morning session Working Groups #1 and #2 presented their progress on activities. Alice Doswell (Parsons)

and Butch Huxford (EM-64) presented the status of Working Group #1: Requirements Flow Down. Results of a survey conducted by the working group were provided to the Board. To date, survey results indicate that flow down of requirements occurs over a wide range of methods, concluding that this variability is confusing to vendors. Bill Rowland (EM/SRS) and Richard Campbell (Energy Solutions) presented the status of Working Group #2: Adequate NQA-1 Suppliers. There was some discussion on the exchange of audits in the EM contractor community so that the same supplier does not have to be audited more than once. It was noted that there are barriers to using non-U.S. suppliers for nuclear projects. Conducting joint QA audits and maintaining a common vendor data base would be a benefit.

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2nd QA Board Meeting - Denver, CO (Continued from Page 2)

EM has many common vendors and, thus, joint audits would benefit EM where it might not benefit other programs. Such programs must also show benefits to vendors.

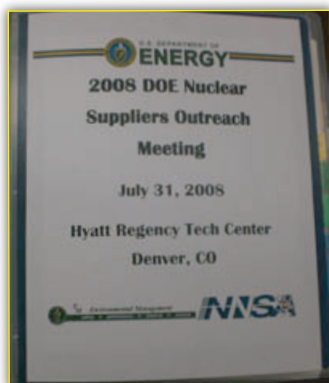
The afternoon session continued with presentations from Working Groups #3 - #5. Patrick Carier (EM/ORP) and Shelby Turner (Fluor Hanford) presented the status of Working Group #3: Commercial Grade Dedication (CGD) Implementation. The group found that industry associations such as the Nuclear Energy Institute (NEI) and Institute of Nuclear Power Operations (INPO) may be able to assist DOE. The process of CGD for new items is different than for replacement parts. Training in how to perform effective CGD is crucial for Federal Project Directors, QA professionals, and other federal staff. The process of justifying CGD needs to be standardized. DOE and its contractors need to provide explicit CGD guidance in contracts. Al Hawkins (EM/RL) and Richard Higgins (CH2M HILL Hanford) presented the status of Working Group #4: Graded Approach to Quality Assurance. There was a fair amount of discussion on graded approach and defense in depth. It was stated that a graded approach is not the equivalent of a tailoring strategy. DOE is working on a draft DOE standard on graded approach. A graded approach needs to be done using a well documented

analysis, and must be documented and approved by DOE. TJ Jackson (EM/CBC) presented the status of Working Group #5: Line Management Understanding of QA and Oversight. A key action on EM's part is to require EM project managers to report quarterly on QA issues and QA risks to their projects (i.e., EM Quality Performance Reviews - QPRs).

Dae Chung presented the EM/EFCOG Quality Assurance Improvement Project Plan for approval by the QA Corporate Board members. Approval was unanimous. Sandra Waisley presented an overview of the draft EM Corporate QA Performance Metrics concept. There are three evaluation levels for the EM process, including Assessment, Audit, and Program Effectiveness Review. The three categories include Management, Performance, and Assessment. EM will not issue numerical ratings, but instead used Red-Yellow-Green grades. EM asked for volunteers for pilot tests of the new system, with metrics evaluated on an annual basis. This process is intended to stimulate a dialogue between EM and the contractor counterparts. Comments on the performance metrics concept were requested.

The next QA Corporate Board meeting is November 13-14, 2008 in Atlanta, Georgia.

DOE/NNSA Nuclear Suppliers Outreach Event - Denver, CO



On July 31, 2008, DOE and NNSA held the first Nuclear Suppliers Outreach Event at the Hyatt Regency Tech Center in Denver, Colorado. Nearly 400 participants attended this event, which exceeded the 250 that were anticipated. The one-day event was highlighted by keynote addresses from Mr. William Sutton, Assistant Secretary of Manufacturing &

Services, International Trade Administration, U.S. Department of Commerce; Mr. James Rispoli, Assistant Secretary, Office of Environmental Management, DOE, and Mr. Frank Russo, Senior Advisor for Environment, Safety, and Health, Office of the Administrator, NNSA. The event served as a forum for companies to gain insights into the current and future markets for nuclear products and services, and the requirements to enter or to continue to work on nuclear projects in the DOE-complex. Additionally, the event provided insight into

Nuclear Quality Assurance program requirements (NQA-1) applicable to both the DOE and commercial nuclear industry sectors.

In addition, the event also included three concurrent panel sessions, and an opportunity for industry participants to have one-on-one interactions with DOE/NNSA site procurement representatives. Panel Sessions included: Nuclear Services (Design, Engineering, and Construction); Nuclear Equipment (Pumps, Valves, Tanks, Pipes etc...); and Liability and Indemnification Issues. Although feedback is still being provided, early feedback suggests that the event was a success. Several DOE Sites have offered to host regional outreach events in 2009. Although dates or locations have not been set; the first regional event could take place as early as Spring 2009.

If you missed the Denver Nuclear Suppliers Outreach Event and would like to see the speaker bios, handouts, and/or presentations please visit:

www.prc8a.com/doenuclearsuppliersoutreachmeeting

QA News


Inaugural Class - EM Quality Assurance Academy, October 2008

The EM Office of Safety Management and Operations and the Carlsbad Field Office has teamed up to establish the first EM QA Centralized Training Platform or Academy. The first course is scheduled for October 20th-24th in Carlsbad, New Mexico (Phase I training).

The QA Academy is designed to provide a thorough indoctrination of personnel with QA responsibilities to American Society of Mechanical Engineers (ASME) NQA-1 requirements. The class also supports qualification of QA personnel to DOE-STD-1150, Quality Assurance Functional Area Qualification Standard. There are four phases to the QA training approach:

- **Phase I** will be 40 hour classroom training on QA principles and requirements (23 modules);

- **Phase II** will be on the job training under certified lead auditors;
- **Phase III** will comprise additional audits to qualify for lead auditor certification; and
- **Phase IV** will be follow-up mentoring over a period of time, in which resources are offered to assist career development.

For questions regarding this training opportunity and to enroll, please contact Lea Chism, QA Specialist, DOE/Carlsbad Field Office, e-mail Lea.Chism@wipp.ws, phone 575-234-7442. For questions regarding the EM QA Academy and other training opportunities to support implementation of the QA Improvement Initiative, please contact Sandra Waisley, Director, Office of Standards and Quality Assurance (EM-64), at 202-586-3087. 

Q-Tips

- While to *"do work safely"* is the first priority, it is also essential to *"do work correctly"* or both safety AND quality are jeopardized.
- Quality of work is only as good as your weakest link. Ensure appropriate QA requirements flow down to prime contractors their subcontractors and vendors.
- All approved suppliers should be routinely audited to contract requirements especially when supplying SC and SS components.
- The best projects have documented and executed adequate internal or external interface control plans



Have Tips? Send them to: Jazmin Everett at jazmin.everett@em.doe.gov and they may be featured in a future issue of QA Quarterly.

QA on the Web

- EM Website www.em.doe.gov
- EFCOG www.efcog.org
- Defense Nuclear Facilities Safety Board www.dnfsb.gov
- Nuclear Suppliers Day Info
<http://www.prc8a.com/doenuclearsuppliersoutreachmeeting>
- American Society for Quality www.asq.org
- Society of Quality Assurance www.sqa.org
- Nuclear Energy Institute www.nei.org
- Nuclear Procurement Issues Committee www.nupic.com

Have Questions, Comments or Suggestions?

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