



Energy Facility Contractors Group

Department of Energy/Office of Environmental Management And Energy Facility Contractors Group

Quality Assurance Improvement Project

Approved by:

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OFFICE OF ENVIRONMENTAL MANAGEMENT
And
ENERGY FACILITY CONTRACTORS GROUP
QUALITY ASSURANCE IMPROVEMENT PROJECT

1.0 INTRODUCTION

This project was developed in response to the Department of Energy (DOE) Environmental Management's (EM's) challenge to improve quality assurance performance across its operations. This project will also provide execution support to the EM Quality Assurance (QA) Corporate Board. Further, it reflects a significant commitment by EM contractors, through the Energy Facility Contractors Group (EFCOG), to take an active role in improving quality assurance implementation throughout its operations.

This project plan was developed jointly with EM senior management to provide an overarching strategy for achieving continuous improvement in quality assurance within the EM complex. The Project Plan documents a formal approach for managing the scope of the EM/EFCOG Quality Assurance Improvement Project. The Project Plan builds on the successful quality assurance programs already in place at various EM Sites and will be updated as needed to reflect ongoing progress.

2.0 SCOPE

The scope of this Project Plan is to address the priority QA focus areas identified by the EM QA Corporate Board. The Project Plan's initial scope includes the five (5) project focus areas (Attachment 1) identified during the initial EM Corporate QA Board meeting held in Las Vegas, Nevada on March 13, 2008. Any additional project focus areas, sub-project areas or related initiatives may also be added to the scope of this Project Plan upon approval by the EM QA Corporate Board.

3.0 PROJECT ORGANIZATION

The overall Project Managers for this initiative are: Ms. Sandra Waisley, Director, Office of Standards and Quality Assurance, EM, and, representing EFCOG, Mr. Dave Tuttel, QA Program Manager, Washington Savannah River Company. The project's Executive Committee includes:

- James Owendoff, Chief Operations Officer (EM/HQ);
- Mr. Dae Chung, Deputy Assistant Secretary of the Office of Safety Management and Operations (EM/HQ);
- Mr. Dave Amerine, Senior Vice President, Parsons, EFCOG Board of Directors;
- Mr. Joe Yanek, Executive Director ESHQ, Fluor, representing the EFCOG Board of Directors; and
- Mr. Norm Barker, Energy Solutions, Chair of EFCOG's ISM/QA Working Group.

Additional leadership may be added to the Project Executive Committee, as needed, to further execute the Project Plan.

Each project area will have designated EM and EFCOG Leads. These individuals are expected to interface and coordinate completion of the project area milestones. As this Project Plan is carried forward, EFCOG representatives will work in partnership with EM representatives to maintain alignment with EM's performance objectives regarding quality assurance.

Figure 1 identifies the project organization and identifies the EM and EFCOG leads for each of the five project's focus areas. Attachment 1 provides a description of the initial project focus areas and agreed upon actions and milestones. Additional line participants from both EM operations and contractors will be added to the project teams as needed to ensure accomplishment of the specific objectives.

4.0 KEY PERSONNEL ROLES AND RESPONSIBILITIES

The Project Managers are responsible to:

- Lead the overall project coordination effort and maintain the Project Plan and associated schedules.
- Work with EM staff and EFCOG's ISM/QA Working Group Chair to identify project focus area leads and participants.
- Regularly monitor project area milestone completion progress and provide guidance and direction to project area leads as needed.
- On a quarterly basis, report Project progress to the Project Executive Committee, and, the EM QA Corporate Board.

The Project Focus Area Leads are responsible to:

- Identify and obtain EM and EFCOG participants to support completion of project focus area milestones.
- Define and implement the strategy for accomplishing the project focus area milestones.
- Lead efforts to successfully complete assigned milestones.
- Coordinate project focus area activities with his/her designated co-lead (contractor or federal).
- Define project focus area completion approach and coordinate activities of project area teams.
- Participate in project status meetings and teleconferences.
- On a monthly basis, report progress to the designated EM and EFCOG Project Managers.

The Project Executive Committee is responsible to:

- Provide advice and counsel to the Project Managers as needed. Ensure barriers identified by the Project Managers are successfully eliminated or mitigated. Quarterly, monitor progress of the agreed upon project focus area milestones, and, provide their expertise to the project as needed to ensure its successful completion.
- Provide periodic status updates to EM senior management, EM Vice President's Forum and, the EFCOG Board of Directors.

5.0 PROJECT EXECUTION AND PERFORMANCE MANAGEMENT

This project will be executed using project management techniques. All key decisions will be coordinated with the Project Managers and, as appropriate, with the respective project focus area leads.

Formal project status reviews will be held with the Project's Executive Committee on a quarterly basis during the duration of the project.

Management of specific project milestones, task activity scheduling, and task completions is the direct responsibility of the project focus area leads. In order to declare a milestone complete, the project focus area leads must issue the necessary supporting documentation to the Project Managers for acceptance.

Any changes to a designated project area scope, milestones, or overall target completion dates must be approved by the Project Managers. The Project Managers will review all such changes with the Project's Executive Committee.

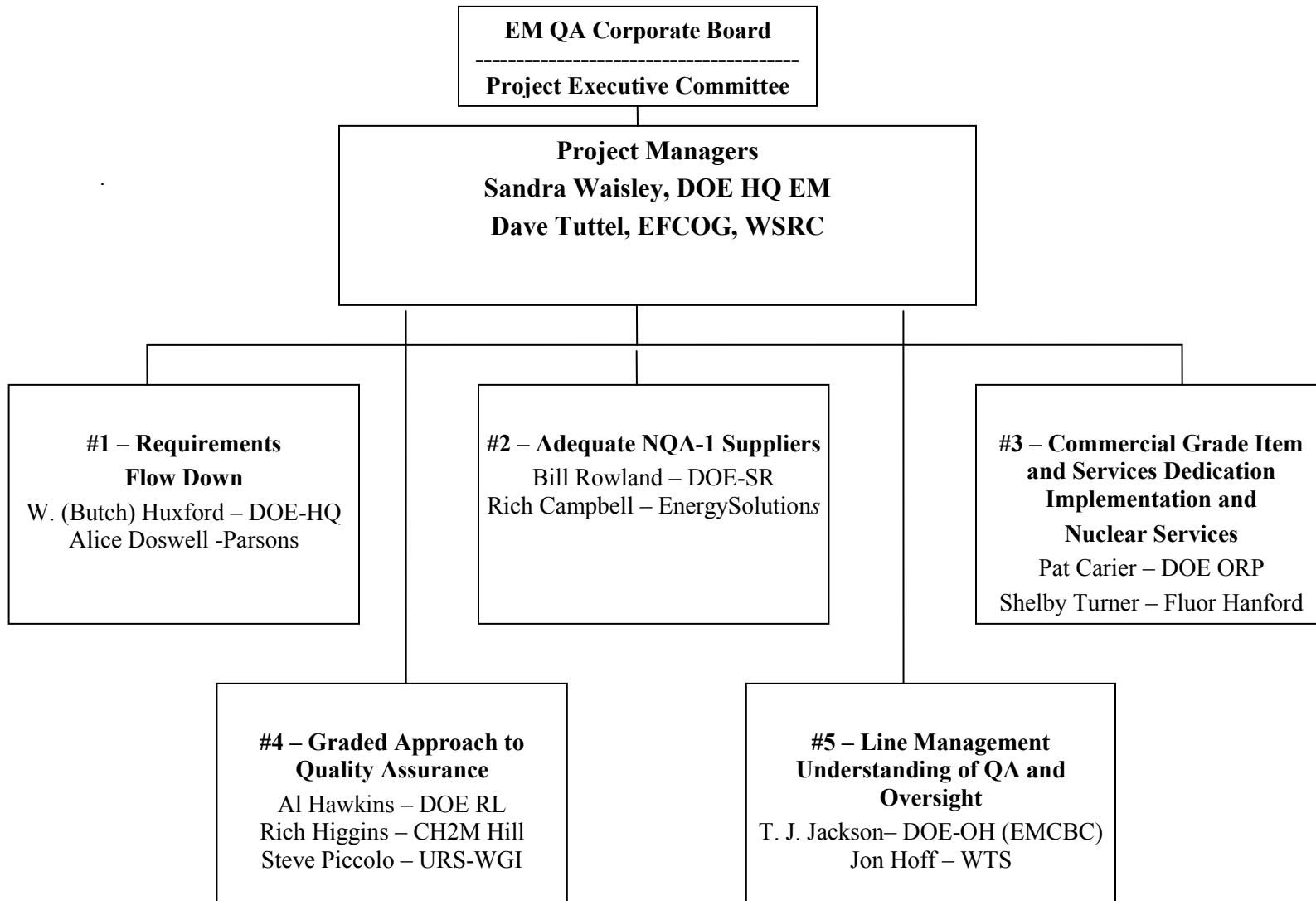
6.0 COMMUNICATIONS

The Project Managers will conduct monthly teleconferences to status project area progress with the project focus area leads. Additional conference calls or meetings will be scheduled if needed. Email and video-conferencing will be used, to the maximum extent possible, to communicate status among project focus area teams and the Project Managers. Individual project focus area teams will determine the communication needs and methods for their specific teams.

7.0 PROJECT TERMINATION

The Quality Assurance Improvement Project will be maintained in an active state until all actions are completed, or, the EM QA Corporate Board (by vote) terminates the project.

Figure 1. Quality Assurance Program Improvement Project



Quality Assurance Project Focus Areas

Project Area 1 – Requirements Flow Down

Target Completion Date: September 5, 2008

Background

When deficiencies are observed in DOE's Quality Assurance (QA) programs as implemented by major contractors, they are not usually due to a lack of prime contractors' program descriptions or procedural guidance, but, rather the result of a failure to implement the procurement requirements and inadequate oversight by the Prime Contractor of its supply chains. It is the responsibility of line management to ensure that:

- Appropriate technical and quality-related requirements are specified for products (i.e. System Structures and Components {SSC's}). Additionally, the appropriate technical resources (e.g., Engineering, QA, and Operations) are involved in the procurement process to define and appropriately tailor QA requirements into procurement documents.
- The Quality Assurance organization is included in the decision making process when establishing the QA requirements or when assessing the supplier's QA program and procedures. As an example, quality engineers are supporting design reviews, risk determinations, procurement document development, vendor selection activities, source inspections, receipt inspections, on-site fabrication inspections and record reviews.
- Requirements are clear with Acceptance/Inspection Criteria Identified.
- Requirements are flowed down through to suppliers, and, suppliers understand the requirements.
- Procurement processes are flexible enough to specify the actual applicable QA requirements, and Contractor supplier evaluation processes are adequate allow the Vendor to satisfy its NQA-1/10 CFR 830 based QA program requirements.
- Requirements are evidenced in the products delivered for use.
- There are adequate oversight functions to ensure all of the above.

Scope

Provide EM with recommendations: 1) identifying the process for ensuring appropriate technical Quality Assurance program requirements are flowed down to suppliers and subcontractors, and, 2) approaches to provide increased assurance of the effectiveness of requirement flow-down processes.

DOE Lead: Wm. (Butch) Huxford, DOE-HQ

EFCOG Lead: Alice Doswell, Parsons

Support Team: Don Paine, Fluor
Amy Ecclesine, LANL

Project Milestones:

Task #	ECD	Task Description	Deliverable
1.1	6/16/08	Develop a brief questionnaire to send out to both commercial and EM contractors to describe their current approach for identifying the applicable QA requirements for subcontractors, tailoring the requirements based upon risk, process for working with procurement to ensure QA requirements are incorporated into in subcontracts, and implementing verification of requirement flow-down by their suppliers, subcontractors, and sub-tiers.	Questionnaire
1.2	7/7/08	Request targeted EM contractors to respond to questionnaire	Completed Questionnaires
1.3	7/7/08	Solicit similar input from a few commercial nuclear contractors to compare with the DOE processes.	Completed Questionnaires
1.4	7/28/08	Select contractors will be asked to provide a briefing of their approach for flow-down of QA program requirements and quality-related requirements (i.e., NQA-1, ISO, etc.) to their suppliers, subcontractors, and sub-tiers. Briefing should address the basis for flow-down and extent of requirements addressed	Briefing from select contractors
1.5	8/11/08	Complete an analysis of the DOE and commercial processes used.	Summary of completed analysis of commercial and DOE contractor processes
1.6	8/30/08	Develop a composite flow-down process including best practices from both DOE and the commercial sector and provide recommendations to EM for its action.	Decision Tree Flow Diagram
1.7	9/5/08	Work closely with Project Focus Area 4 – Graded Approach to Quality Assurance Implementation to amend the Decision Tree Flow Diagram with implementation guidance notes. This will ensure that the Decision Tree has considerations for contractor oversight, and vendor submittals to ensure that requirements are evidenced in the products delivered for use and there are adequate oversight functions to ensure all of the above issues are addressed.	Amended Decision Tree Flow Diagram incorporating implementation guidance notes

Project Area 2 – Adequate NQA-1 Suppliers
Target Completion Date: December 12, 2008**Background:**

The issue is three-fold: 1) difficulty of contractors finding adequate NQA-1 suppliers; 2) contractors duplicating supplier audits adding to overall project costs as felt by vendor/supplier shops; and 3) suppliers not trained and qualified to common criteria based on national standards. An additional issue that needs consideration is the expansive DOE mandated selection process that must be followed to select a supplier of equipment or services. Dealing with the DOE process is viewed by many vendors as not being worth the time and expense. Non-DOE procurements are such that DOE business is not a necessity for success. Qualified suppliers are decreasing for various reasons such as retirement and working overseas. DOE policy and nuclear safety regulation require procured items and services to meet established requirements and perform as specified. To meet this expectation, DOE also requires prospective suppliers to be evaluated and selected on the basis of specified criteria. Finally, DOE requires processes to be established and implemented to ensure that approved suppliers continue to provide acceptable items and services. Past and continuing weaknesses in supplier evaluations conducted by DOE contractors have resulted in: project cost overages; schedule delays; decrease in safety margins; and regulatory enforcement civil penalties. Contractor supplier evaluation issues include: an absence of or poorly performed supplier evaluations; redundant supplier evaluations by multiple DOE contractors which has resulted in multiple reviews of the same supplier by each contracting organization instead of a coordinated review; inconsistent training and qualification of assessors; and, assessments conducted without rigorous criteria based on national standards. The EM-Complex should leverage resources by developing and maintaining a list of approved suppliers of commodities common to DOE contractors (need to address liability issues); developing a procedure to address the performance of joint supplier audits; and developing checklists using the requirements matrices developed for identifying common commodities which could subsequently be used for evaluating suppliers to provide consistency across the complex for sharing supplier evaluation information.

Scope:

Perform research and evaluation to identify methods for expanding the number of willing and qualified suppliers for nuclear grade items and services within EM. Provide recommendations for promoting information sharing, resource sharing and standardization of efforts within EM to improve quality, safety and cost associated with identifying, qualifying and maintaining suppliers.

DOE Lead: Bill Rowland, DOE-SR EFCOG Lead: Rich Campbell, EnergySolutions

Support Team: Lynne Drake, WSRC

Project Milestones

Task #	ECD	Task Description	Deliverable
2.1	6/9/2008	Request a current list of commodities/ items/ services from major EM contractors	List from contractors
2.2	6/9/2008	Request a list of the current points of contact for Supplier Quality Assurance from each of the major EM contractors	List of points of contacts
2.3	6/13/2008	Attend the NEI Manufacturing Outreach Workshop to gain insight into NEI efforts to attract nuclear suppliers	Trip Report
2.4	6/23/2008	Request the names of current suppliers that are providing nuclear grade (Safety Class, Safety Significant, and Important to Safety) materials, equipment, items and services from each major EM contractor	List of suppliers
2.5	6/23/2008	Request the procedures used for qualifying nuclear grade suppliers from each major EM contractor	Procedures
2.6	7/18/2008	Evaluate procedures being used by major EM contractors for consistency	Evaluation report
2.7	7/31/2008	Hold a one day Nuclear Vendor Day, possibly in conjunction with other groups, EFCOG, NEI, etc.	Complete Vendor Day
2.8	7/25/2008	Evaluate impact of "Buy American" clause on efforts to expand the supplier base within EM.	Evaluation Report
2.9	8/15/2008	Evaluate the applicability and completeness of the listing of common commodities/items/ services provided by the major EM contractors.	Final complete list
2.10	8/15/2008	Determine the feasibility of EM contractors performing joint audits of common suppliers. If feasible, recommend procedure and checklist requirements that would be needed to implement.	Evaluation Report
2.11	8/29/2008	Evaluate inputs to determine if there are common suppliers being used for nuclear grade procurements within EM. Identify redundant supplier audits being performed by major EM contractors	Evaluation Report
2.12	9/26/2008	Determine the feasibility of issuing a consolidated nuclear grade supplier list for EM. Evaluation should include legal and liability issues as well as any restrictions that would be needed on use of list by EM contractors	Evaluation Report
2.13	10/31/2008	Evaluate the possibility of integrating EM procurement activities with other supplier initiatives such as NEI, NIAC, NASA, etc.	Evaluation Report
2.14	12/12/2008	Provide final draft deliverable and/or recommendations to EM-60 for review and approval.	Draft Report

Project Area 3 – Commercial Grade Item and Services Dedication Implementation and Nuclear Services**Target Completion Date: November 21, 2008****Background**

The issue is using Commercial Grade Dedication (CGD) versus the use of a qualified supplier based on economic considerations for the procurement of safety-related items and other items. In the past, (commercial nuclear power) industry typically procured equipment for safety related systems from approved nuclear vendors. Many of these vendors have now eliminated their nuclear QA programs, resulting in equipment that cannot be used for safety related systems. Because of a decrease in the number of qualified nuclear-grade vendors, there has been a change in the industry's (DOE's contractors) procurement practices. Currently, due to the reduction in the number of qualified nuclear-grade vendors, industry (some DOE contractors are) is increasing the numbers of commercial-grade replacement parts that they procure and dedicate for use in safety-related applications in a manner that is not consistent with DOE Order, NQA-1, and 10 CFR 21 requirements. This is a substantial change from the environment in which 10 CFR Part 50, Appendix B was promulgated and DOE Order 414.1C issued. Therefore, dedication processes for commercial-grade parts have increased in importance. EM should evaluate the adequacy of this approach and, if deemed adequate, seek to have complex-wide consistency and standardization in the application of the CGD process (downgrading from Procurement Level (PL) 1 to PL 2 and PL 3, and using the graded approach to determine whether additional quality is required)

Scope

Provide EM with a recommended baseline scope and approach for the application of Commercial Grade Item (CGI) Dedication and acceptance of nuclear services within EM consistent with code requirements (NQA-1, 2000).

DOE Lead: Pat Carier, DOE-ORP EFCOG Lead: Shelby Turner, FH**Support Team:**
Dave Faulkner, DOE EM
Michael McElroy, CH2M Hill
Scott Spencer, FH
Tony Hawkins, WSRC

Project Milestones

Task#	ECD	Task	Deliverable
3.1	8/31/08	Complete a survey of selected EM contractors requesting them to identify the process and basis for their CGI dedication program including safety classification of items being dedicated for nuclear applications within their facilities.	Survey
3.2	8/31/08	Complete a survey of selected EM contractors requesting them to identify the process and basis for the process used to accept nuclear services.	Survey
3.3	9/30/08	Conduct benchmarking activities of operating reactor plants to review CGI dedication and acceptance of nuclear services processes.	Benchmarking Report
3.4	10/30/08	EFCOG QA Working Group prepare a tutorial on what is/is not allowed by the ASME NQA-1 code (NQA-1, 2000) relative to dedication of commercial grade items and acceptance of services for nuclear applications (i.e., SC, SS, ITS, etc).	Tutorial
3.5	11/21/08	Provide EM with recommended baseline requirements/guidance actions considered necessary for implementation of an effective CGI dedication process within EM nuclear facilities.	Recommendation to EM
3.6	11/21/08	Provide EM with recommended baseline requirements/guidance actions necessary for implementation of an effective acceptance of nuclear services process within EM nuclear facilities.	Recommendation to EM

Project Area 4 – Graded Approach to Quality Assurance
Target Completion Date: March 31, 2009

Background:

The graded approach to Quality Assurance can be applied consistently in EM complex facilities by establishing a common understanding of why DOE policy allows grading and how grading may be accomplished. In general, grading is based on the relative importance of an item or activity to the success of the mission. 10 CFR 830.3 defines graded approach as "...the process of ensuring that the level of analysis, documentation, and actions used to comply with a requirement in this part are commensurate with:

- a. The relative importance to safety, safeguards, and security;
- b. The magnitude of any hazard involved
- c. The life cycle stage of a facility;
- d. The programmatic mission of a facility;
- e. The particular characteristics of a facility;
- f. The relative importance of radiological and non-radiological hazards

10 CFR 830.7, requires that "Where appropriate, a contractor must use a graded approach to implement the requirements of this part, document the basis of the graded approach used, and submit that documentation to DOE."

DOE guidance advocates applying grading to the application of quality assurance controls in the design and construction of systems, structures and components (SSCs) based on their importance to nuclear safety. Some EM elements limit their application of the graded approach to this area, while others use the graded approach to determine whether additional quality assurance is required when procuring commercial items and materials that are not Safety Class. Still others consider programmatic risk in assigning quality controls (although not always under the title of "graded approach").

EM users generally recognize that graded approach must be implemented without compromising the safety of the public and workers, adversely impacting the environment, or failing to comply with DOE requirements, rules, and regulations. They also recognize grading cannot be used to "grade to zero" (i.e., eliminate requirements) and that even in the least stringent application of the graded approach process, compliance with the applicable requirements is mandatory.

The grading of QA requirements is applicable to nuclear and non-nuclear services, processes, activities, and programs, as well as to nuclear and non-nuclear systems, structures, and components. A single QA program can be used in a graded manner for both nuclear and non-nuclear items and activities.

Mission-critical and programmatically significant risks are among the fundamental factors (in addition to government-regulated safety and environmental factors) to be considered in analyzing and determining the extent to which QA requirements and associated management controls and verification functions are to be applied to items and

activities in nuclear and non-nuclear facilities. The relative size and complexity of a project or activity is not necessarily an effective indicator of its risks. Mission-critical and programmatically significant risks must be analyzed in order to determine the degree of formality, level of effort, and specificity of the QA requirements applied to an item and activity.

Scope:

The graded approach team will provide EM with a model process for application of a graded approach for QA in both contractor and federal QA programs. This includes framing the graded approach process, considering its multiple uses and interfaces, and providing examples of successful application from across the complex.

DOE Lead: Al Hawkins, DOE-RL

**EFCOG Lead: Rich Higgins –
CH2M HILL
Hanford, Inc.**

Support Team:

Phyllis Bruce, ATL
Dave Faulkner, DOE EM-64
Vince Grosso, WSRC
Mike Hassell, WCH
Clif Hoover, FH
Dave Jantosik, BNI
Cathy Nesser, Washington TRU Solutions
Dave Shugars, CH2M – WG Idaho (CWI)
Sam Vega, DOE-Office of River Protection

Project Milestones

Task #	ECD	Task Description	Deliverable
4.1	06/27/08	With input from EM contractors, develop a listing of the processes (i.e., Engineering, Procurement, Inspection, etc.) warranting application of a formal graded approach to QA.	Listing of areas warranting application of a graded approach to QA.
4.2	09/26/08	Draft an EM Position Paper describing the application of the graded approach in federal QA programs.	Memorandum to EM-60 forwarding draft EM Position Paper on the application of graded approach to EM federal QA activities for review and approval.
4.3	03/31/09	Provide draft DOE Standard on the graded approach to QA, based upon the EM Position Paper, to EM-60 for review and approval.	Memorandum to EM-60 forwarding draft DOE Standard on the graded approach to QA for review and approval.

Project Area #5 - Line Management Understanding of QA and Oversight
Target Completion Date: January 31, 2009

Background:

To understand quality and to instill a quality culture in the EM-complex, participating organizations and its personnel must:

1. Understand the EM mission and its strategic goals and objectives as stipulated in the EM Corporate Board By-Laws;
2. Define the importance of Quality as it pertains to each organization in achieving its mission, goals, and objectives;
3. Exhibit the EM values (for example --- Safety, Integrity, Quality, Teamwork, Accountability, and Continuous Improvement) needed to establish a quality culture and quality program throughout the EM complex;
4. Have management commitment and support to develop and implement a standardized EM QA Program; and
5. Emphasize line ownership and accountability in implementing a quality program.

Furthermore, the Federal Project Directors (FPDs) need to proactively manage oversight reviews and interactions at the sites. Most importantly, performance expectations need to be established for FPDs to coordinate site reviews and to understand NQA-1 requirements and issues. The Integrated Project Teams (IPTs) should be expected to access QA resources at the site and/or have a QA subject matter expert on the team. The IPT, organized and led by the FPD, should consist of federal and support contractor professionals representing diverse disciplines with the specific knowledge, skills, and abilities to support the FPD in successfully executing a project. However, the QA aspect has been missing from many of the IPTs. QA capabilities are needed particularly during the CD-1 to CD-2 (design), CD-3 (construction), and post CD-3 to CD-4 (commissioning) phases, but these capabilities are not always available or sought after at the site. There should be a common and systematic process to evaluate, monitor, and continuously improve QA performance in the EM-Complex. This should include “how” and “what” the FPDs are doing to ensure that quality requirements and objectives are being met, using a periodic evaluation for review.

In addition, a site-wide programmatic flow down and implementation verification should be performed by the site QA manager on an annual basis, similar to the ISM annual declaration process. However, to ensure success with our quality efforts in the field the Headquarters’ quality program needs to be a leading advocate for the understanding and implementation of quality within DOE programs and projects.

Scope:

Provide a QA management system, training, and assessment expectations for line management to instill “consistency” in application, awareness, and performance of QA principles for both federal workers and contractor staff.

DOE Lead: T. J. Jackson, DOE EMCBC

EFCOG Lead: Jon Hoff – WTS

Support Team:

Bryan Bower, WVDP, Jack Zimmerman, PPPO
 Bob Torro, DOE EM, Chris Grisman, DOE EM

Project Milestones

Task #	ECD	Task Description	Deliverable
5.1	07/15/08	Add QAP Performance/Risk data to the agenda of every Quarterly Performance Review (QPR).	Revised agenda template for QPRs.
5.2	07/30/08	Commitment of all organizations on QA Qualifications/training for assigned project QA staff and the development of a schedule to achieve qualifications for any areas that are incomplete.	List of QA Points of contact for all organizations, commitment, and schedule for development of qualifications.
5.3	9/30/08	Develop an EM QA Program (QAP) that will be applicable to all EM sites (contractor and federal staff) to ensure consistency and to instill a strong QA culture (training specific to this document will follow its issuance).	Final draft QAP to EM-64 for issuance
5.4	10/31/08	Develop Indoctrination/Training module(s) on the value of a strong QA Program <ul style="list-style-type: none"> • Modules will describe the integration of NQA-1 criteria at each stage of the project (CD Phases 1, 2, 3, 4) based on the new EM Standard Review Plan QA module (Lines of Inquiries) that will be developed in 2008. • Focus on line management (contractor and federal), FPDs, and the IPTs (non-QA types) Touch on basic requirements/law/rigor/quality of projects and services	Various training modules and Standard review Plan QA module (complete set) for various stages of a project
5.5	12/15/08	Complete QA training for all FPDs and IPT participants to reinforce consistent performance expectations	Training records to EM-64 or approval authority
5.6	12/15/08	Establish assessment expectations for FPDs and IPTs (e.g., Phase I, Phase II, annual reviews, performance measures, lessons learned). Use common checklists for consistency <ul style="list-style-type: none"> • Including QA capabilities at different stages of the project (e.g. CD-1, 2, 3, 4) 	Draft assessment expectations document
5.7	1/31/09	Following EM QA Program promulgation, associated Project Execution Plans, procedures, implementation plans, and charters will be developed to ensure adequate and consistent implementation of the QAP.	Sites to deliver procedure/plan set to their approval authority

Glossary

ATL	Advanced Technologies and Laboratories International
BNI	Bechtel National, Incorporated
DOE EM	Department of Energy Office of Environmental Management
DOEEM/HQ	Department of Energy Office of Environmental Management/Headquarters
DOE-ORP	Department of Energy - Office of River Protection
DOE-RL	Department of Energy - Richland
DOE SR	Department of Energy Savannah River
DOE EM-64	Department of Energy - Office of Environmental Management - Standards and Quality Assurance
EFCOG	Energy Facility Contractors Group
FH	Fluor Hanford Inc.
FPD	Federal Project Directors
IPT	Integrated Project Team
ISM	Integrated Safety Management
LANL	Lawrence Livermore National Laboratory
PPPO	Portsmouth and Paducah Project Office
QAP	Quality Assurance Program
QPR	Quarterly Performance Review
WCH	Washington Closure Hanford
WGI	Washington Group International
WIPP	Waste Isolation Pilot Plant
WSRC	Westinghouse Savannah River Company
WTS	Washington TRU Solutions
WVDP	West Valley Disposition Project