



# QA POLICY & PROCEDURES TASK GROUP Meeting Minutes

## 1.0 MEETING INFORMATION

### 1.1 DATE

November 9-12, 2020

### 1.2 LOCATION

Virtual Meeting

### 1.3 ATTENDEES

Ben Arrigoni	(P&P Chair)
Bryon Mowlds	(P&P Vice-Chair)
John Verderber	(P&P Secretary)
Garrett Smith	(DOE P&P Sponsor)
Curtis Blackwell	
Al Whiteaker	
Janice Wittrock	
Sheri Saiz	
Julian Barringer	
Bob Blyth	
Laura Butts	
Anthony Johnson	
Sara Mason	
Katie Snapp	
Andrew Webster	
Sarah Nagel	
Andrew Kottenstette	
Christine Salley	

### 1.4 PREVIOUS MEETING MINUTES

Fall 2019 meeting minutes were approved as read.

## 3.0 DELIVERABLES

**Task PP-11-02:** Graded Approach Guide (Lead: Curtis Blackwell)

- Being updated to NQA-1-2017
- Will next be sent to group for comments
- Garrett Smith expressed interest in the GA matrix

**Task PP-19-01:** White Paper Guide (Lead: John Verderber)

- Being reviewed by QA group and EFCOG leadership

**Task PP-19-02:** QA Metrics Whitepaper (Lead: Janice Wittrock)

- Draft sent for review/comments



## QA POLICY & PROCEDURES TASK GROUP Meeting Minutes

**Task PP-19-03:** Quality Culture Whitepaper (Lead: Bryon Mowlds)

- Lead volunteered
- Goal to have draft ready for spring 2021 meeting
- Bob Blyth will be assisting

### 4.0 DISCUSSIONS & DECISIONS

#### ❖ Deliverables

- Removed Quality career guidance whitepaper from list of possible deliverables, as there was no interest or value seen by members.
- Removed effective quality program checklist from possible deliverables list—no value seen by members.

#### ❖ Remote working/teamwork tools

- Curtis is looking at computer-based root cause analysis and assessment tools. Sandia currently uses “Blue Dragon” template in their tool.
- Bryon mentioned Adobe Connect software is being used at INL to coordinate during remote work, which allows breakout sessions.
- Excel and other office products provide for cloud saving, which allows for multiple people to work on the same document at once.

#### ❖ ASME standard on performance of remote audits—will keep tabs on to know when it is completed.

#### ❖ Requirements Management

- Excel spreadsheets are often used, as well as IBM DOORS software.
- Some sites have issues with fractured and different management methods, with each business on their own.
- Demonstrated the IBM DOORS software and how it is used at WTP project.

#### ❖ “QMS in a box” presented by Curtis Blackwell

- Provides a QMS template for business units that don’t currently have one, but need to set one up.
- Presentation attached to meeting minutes.



## QA POLICY & PROCEDURES TASK GROUP Meeting Minutes

### 5.0 ACTIONS

- ❖ Ben Arrigoni
  - Add EFCOG purpose and overview information to next semi-annual meeting agenda, to inform new attendees.

### 3.3 FUTURE TOPICS

- ❖ ASME standard on remote audits—review when it is released.
- ❖ Requirements management: how sites that use DOORS use it, e.g. what documents they enter and how they trace.

### 5.0 MEETING FEEDBACK

- ❖ It's a challenge to keep engaged, since people are still effectively "at work," being connected to their work computers, so they get pulled away often and have more distractions.
- ❖ Everyone being in different time zones is a challenge.
- ❖ Suggested Improvements
  - Use a PowerPoint instead of the agenda during meetings.
  - Use of cameras may be possible improvement to keep people engaged.
  - Add EFCOG introduction to each day's agenda, since there are new attendees each day.



## QA POLICY & PROCEDURES TASK GROUP Meeting Minutes

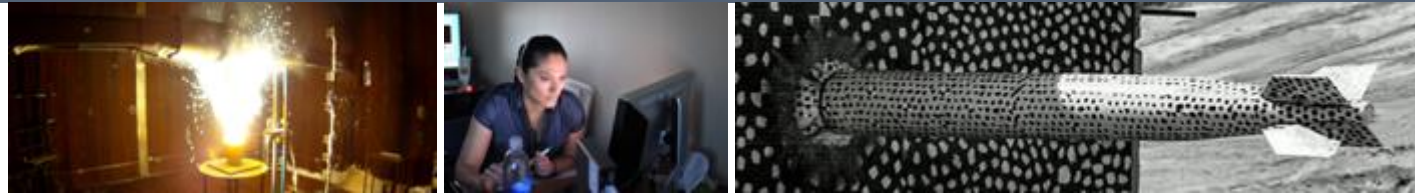
### TASKS & ACTION STATUS

Item No. <sup>†</sup>	Activity	Task Lead (Support Personnel)	ETC*	Status
PP-11-02	<b>Whitepaper</b> Guidance on Applying a Graded Approach	Curtis Blackwell (Bob Blyth)	Spring 2021	Updated to NQA-1-2017: Draft Nearly Complete and Ready for Review
PP-19-01	<b>Whitepaper</b> EFCOG White Paper Development Process Guide	John Verderber	Nov 2019	Awaiting Review/Approval by EFCOG QA Group Leadership
PP-19-02	<b>Whitepaper</b> Guidance for QA Metrics and Methods	Janice Wittrock (Melissa Mannion)	Spring 2021	Ready for Final Review
PP-19-03	<b>Whitepaper</b> Guidance for a Quality Culture	Bryon Mowlds	Spring 2021 (Draft)	In-Progress
PP-19-A	<b>Share drive for P&amp;P group</b>	Ben Arrigoni	February 2021	In-Progress

\* Estimated Time to Completion

† Alpha task numbers indicate an internal task (e.g. PP-19-A)—numerical task numbers indicate external group deliverable (e.g. PP-19-01).

# QMS in a BOX: Building a Management System



## Quality Assurance

Center 10100

*PRESENTED BY*

Organizations 10142/10143  
Katie Snapp — Quality Engineer

A Model of Excellence

*Last Updated: November 11, 2020*



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## 2 OBJECTIVES

In this briefing, we will discuss the overall objective of using a standard management system as a Quality Management System (QMS)

The **desired outcome** is a heightened understanding of how similar many of our existing approaches are, and how many options we have.

This is ideal information to have if you are:

- Assessing your current management system
- Looking at how to build a management system
- Curious about where a QMS can accomplish the goal of a management system

*This briefing is NOT intended to undermine or judge any existing management system you may have, but rather to see all the options.*





1. **Overview: Management Systems**
2. **The Health of your Organization: an Analogy**
3. **Perspective #1 – The ND-type Organization**
4. **Perspective #2 - QMS at the Lab**
5. **Comparison of the Two**



## A Definition

A **management system** is the way in which an organization manages the interrelated parts of its business in order to achieve its objectives. These objectives can relate to a number of different topics, including product or service quality, operational efficiency, environmental performance, health and safety in the workplace and many more.

ISO. (2020) [Management Systems Standards](#)

A **quality management system** is ...

...for achieving quality policies and objectives.

Management Systems provide **organization** and **predictability** to the workplace





## A Definition

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## A Definition

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Examples



Calendar-Based rhythms are typically NOT management plans

# Terminology at Sandia

Business Management  
System

Management Operating  
System

Business Operation  
System

Environmental  
Management System

Sandia Management  
System

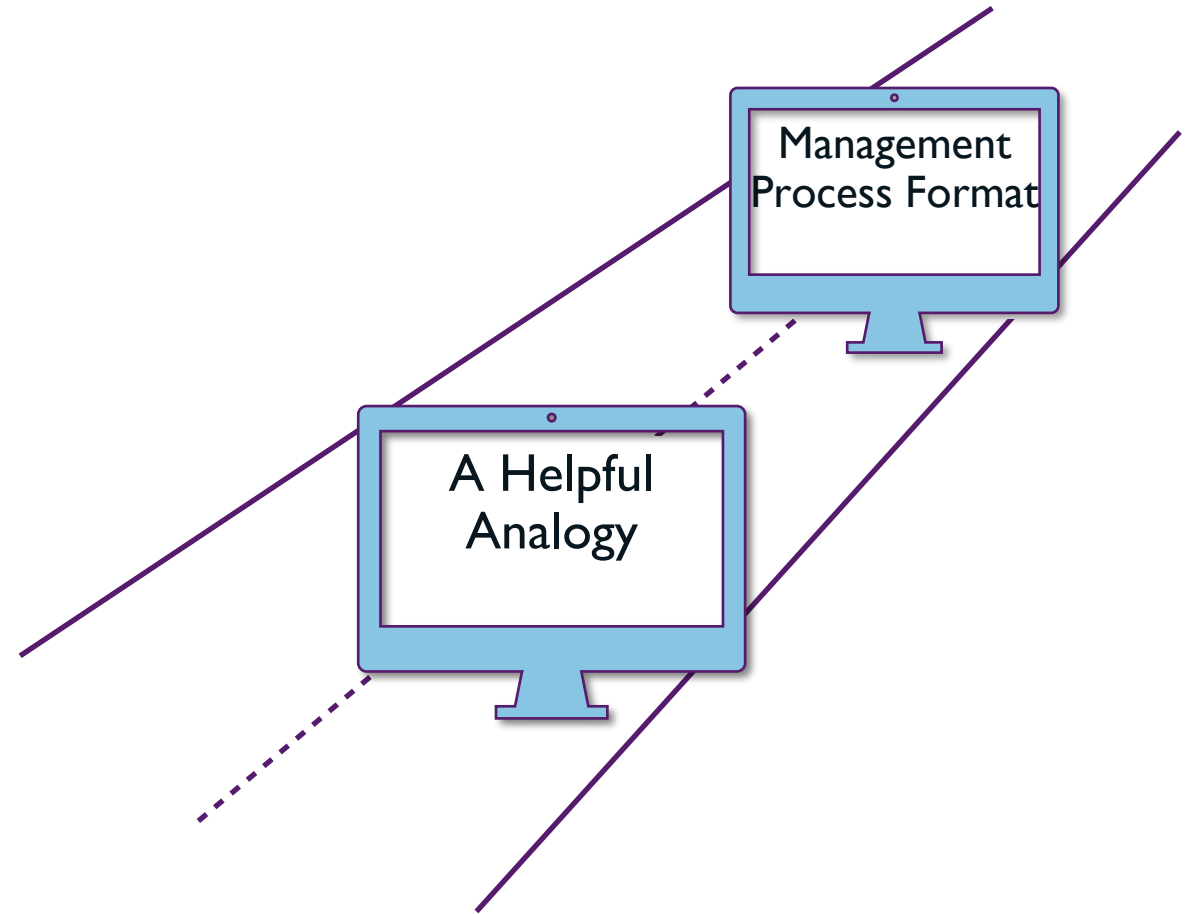
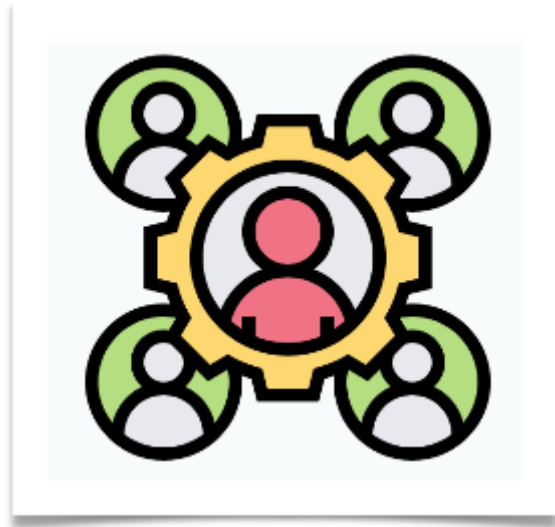
Quality Management  
System

Lab Management System

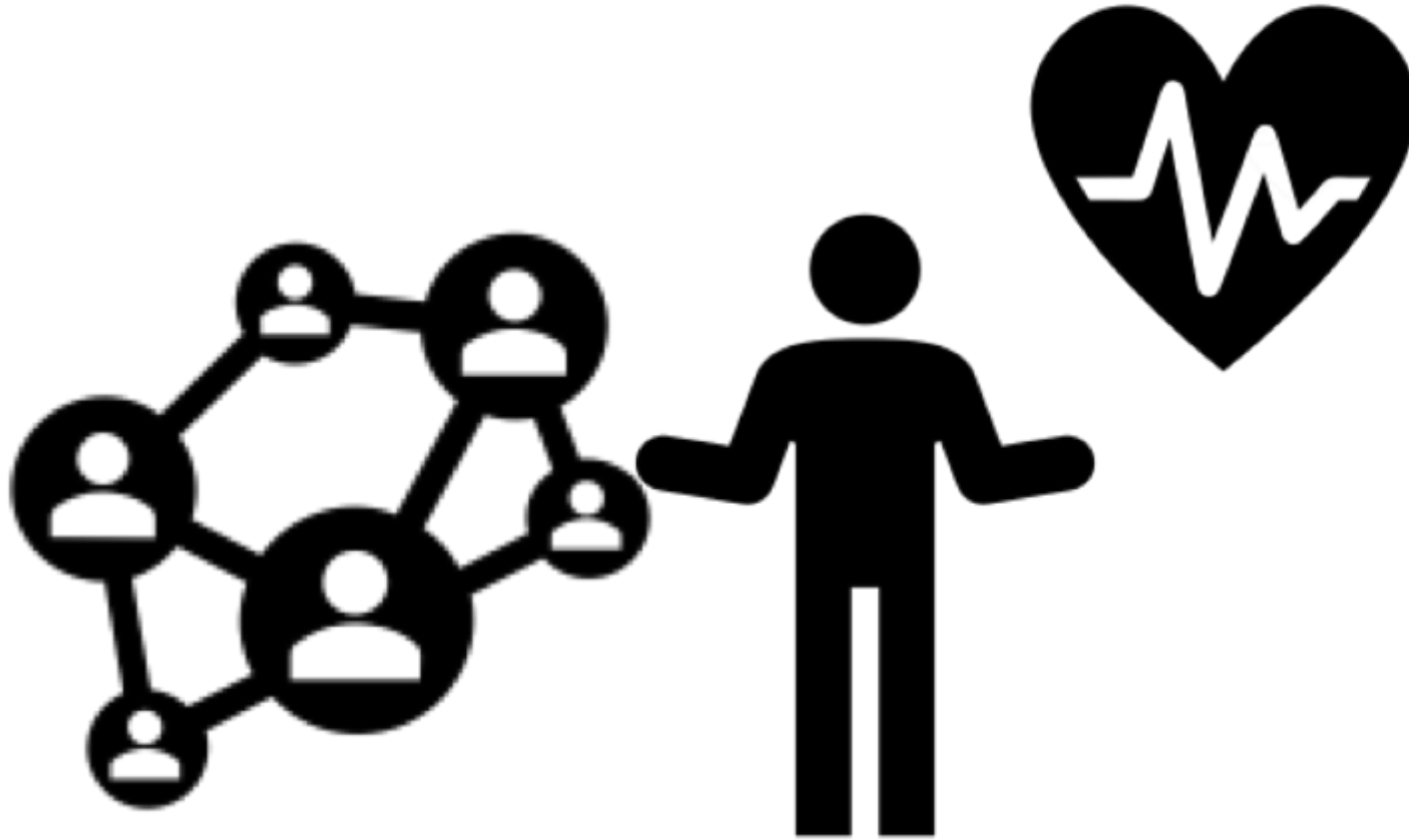
Management  
Information System

Systems are a collection of things working together

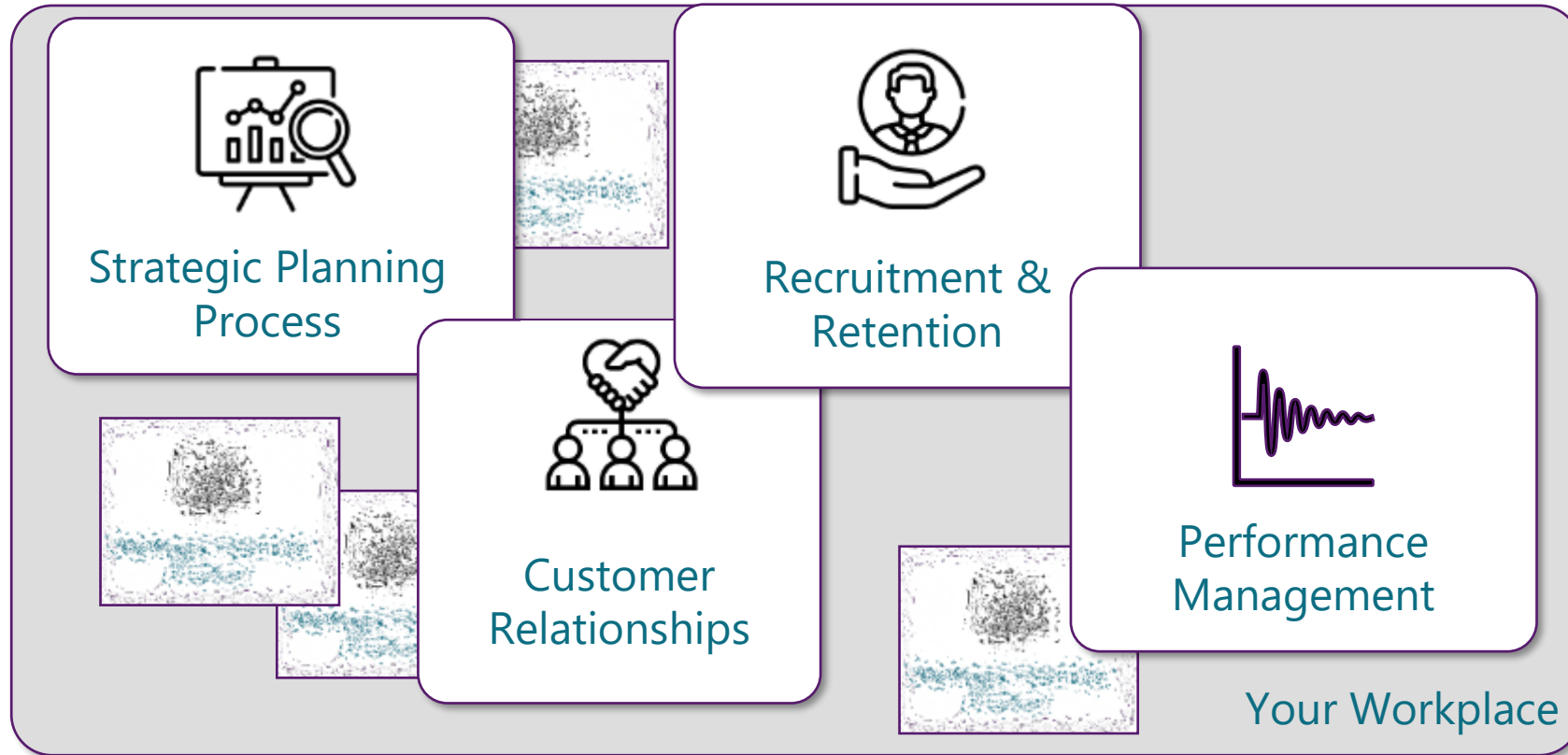
# WHAT IS YOUR MANAGEMENT SYSTEM?



# An Analogy: Your Health

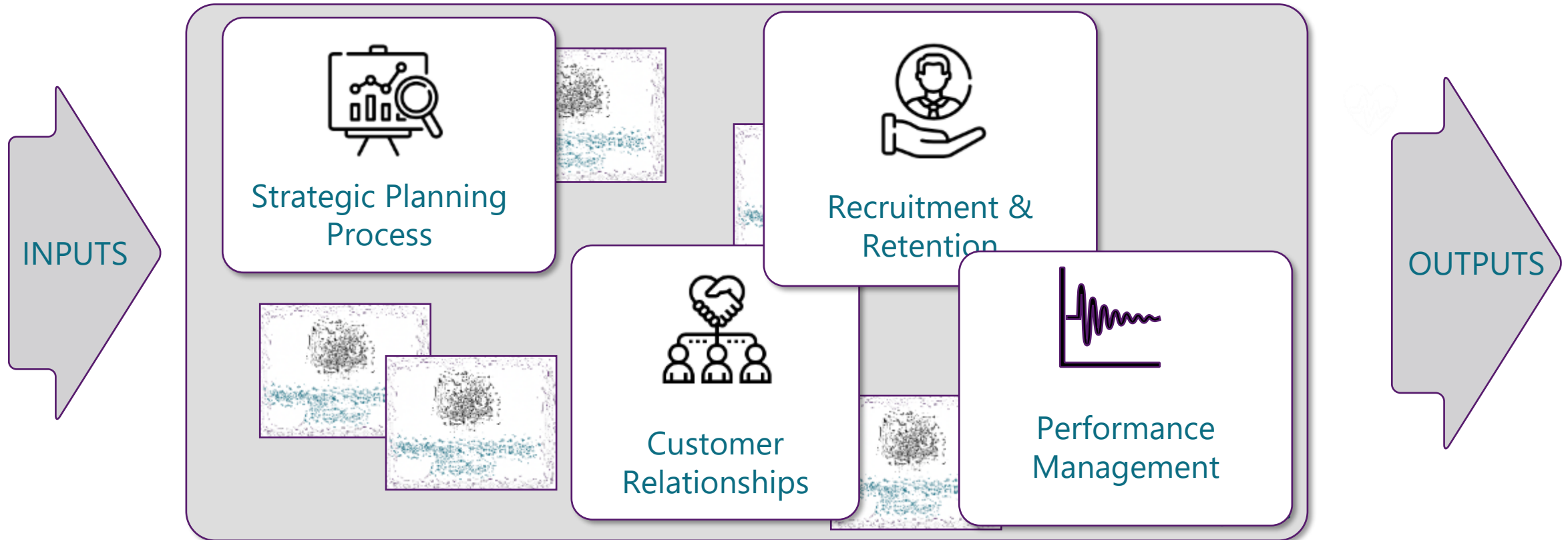


# An Analogy: Your Health



Management Systems provide **organization** and **predictability** to the workplace

# Minimal Critical Elements



Management Systems provide **organization** and **predictability** to the workplace

# An Analogy: Your Health

Similarities — Both:

- Work like a system
- Cannot be easily measured in a single metric
- Thrive when prevention is practiced



*Management Systems provide **organization** and **predictability** to the workplace*



# EXAMPLE: Typical Management System



Customer

Product



Requirements Framework



- Implementation & Mapping of —
- Federal Requirements
- NNSA Programs Requirements
- Industry Standards



Policy

- LPS
- Program-Specific Policies



- Portfolio Strategy
- Sandia Labs Strategy
- Customer Strategy

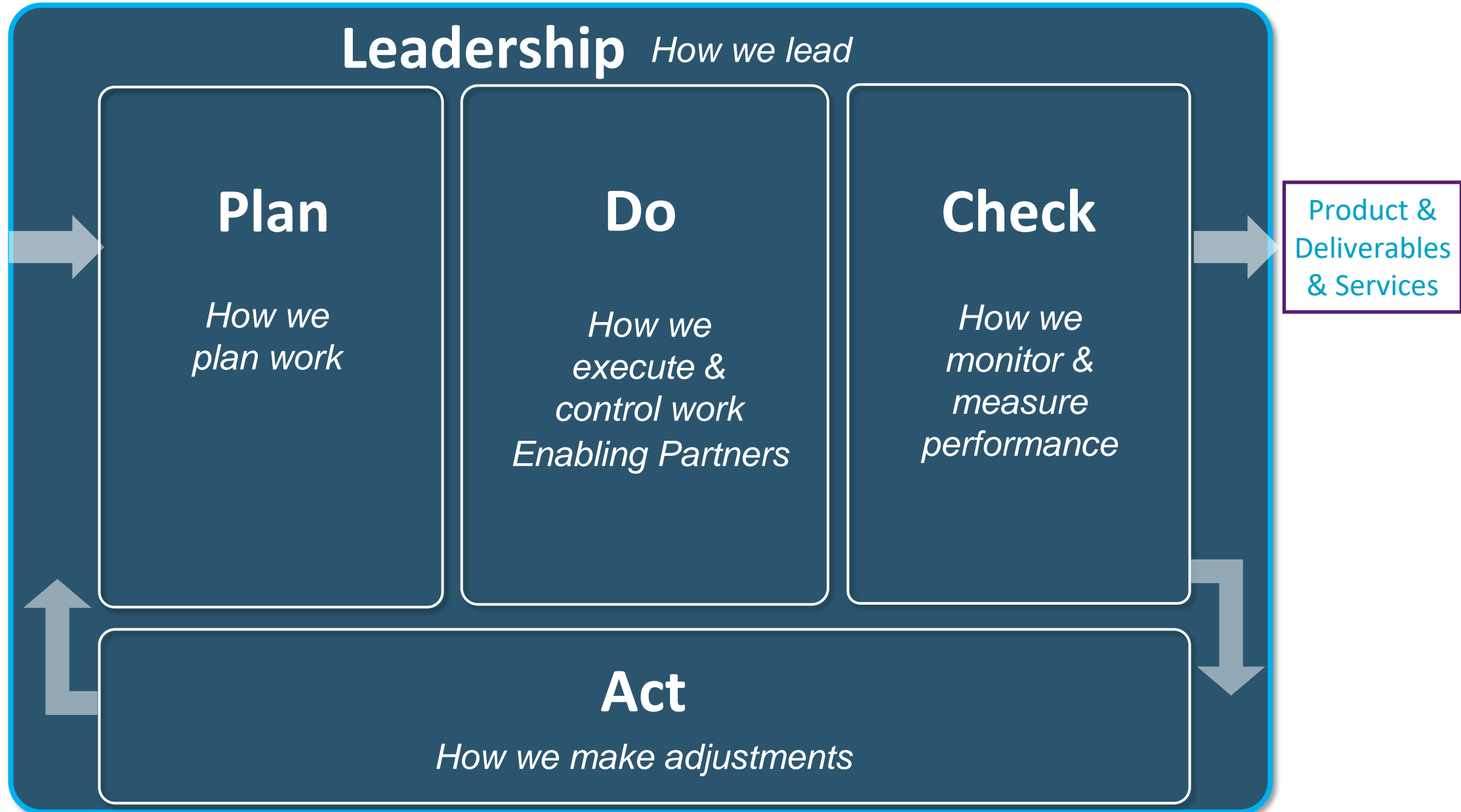


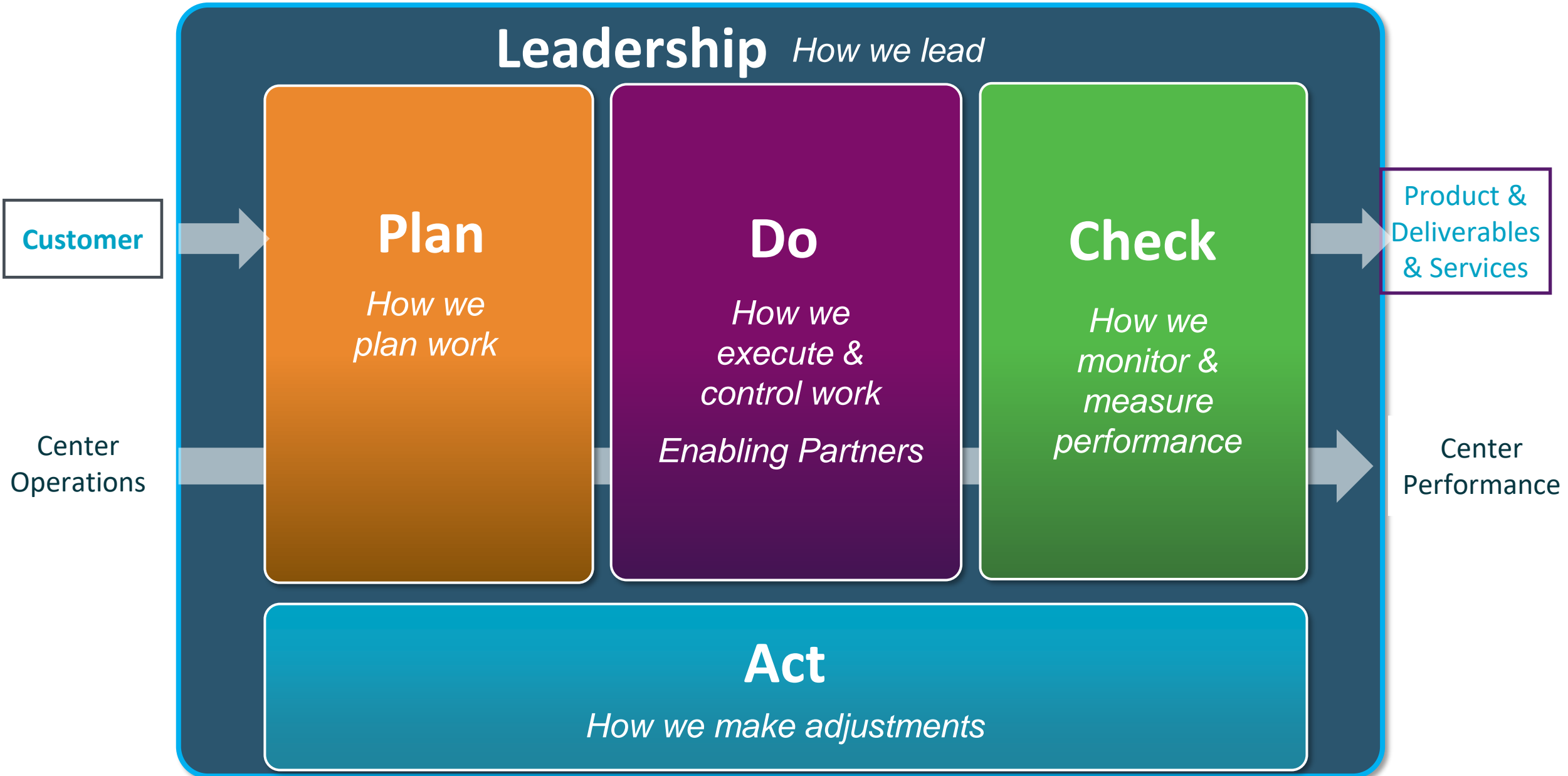
... Council  
 ... Integration Team  
 ... Management Team  
 ... ard

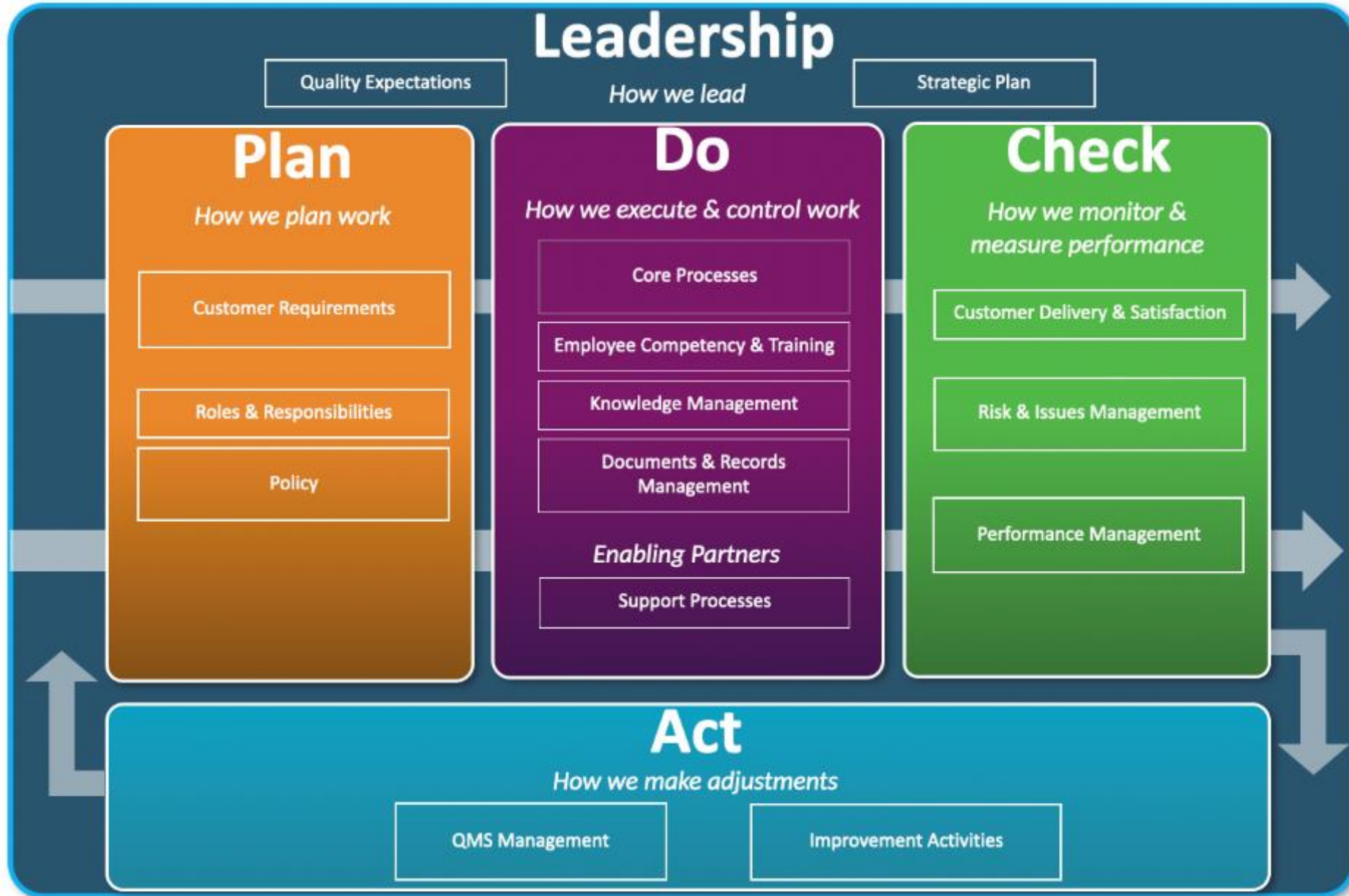
System

- Procedures: Li
- Strategic Plan
- Archived Docu

- Project/Program Reviews
- Management Reviews

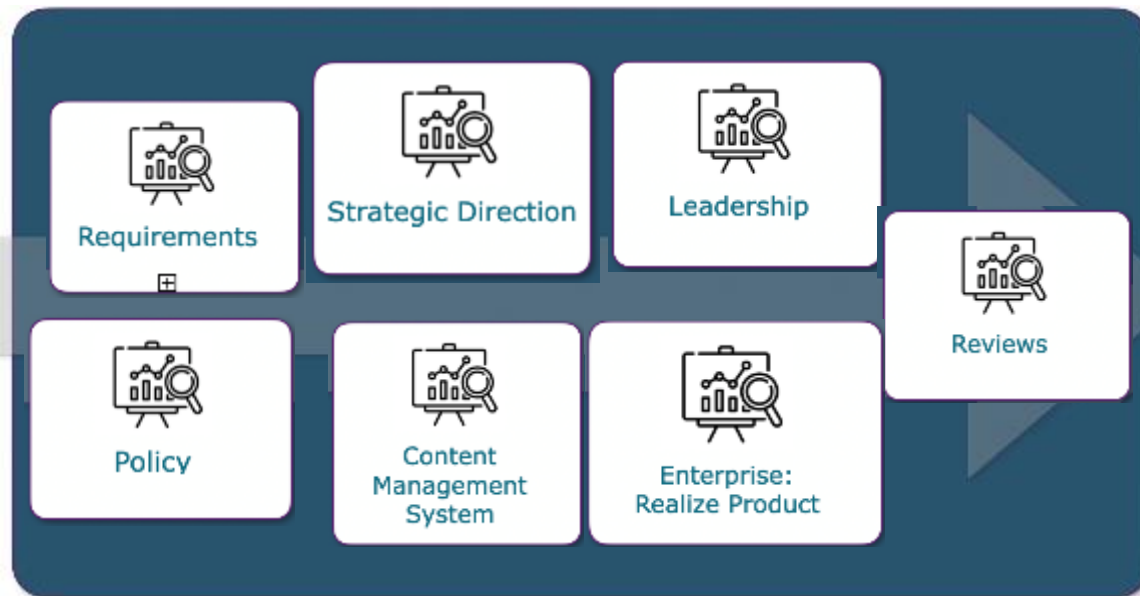






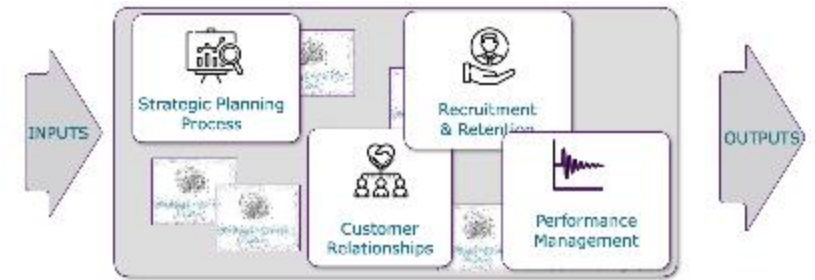
## MAPPING EXERCISE -

From our ND example to the QMS Model



# Fundamentals of Considering Management Systems

- Think of your entity as a system
- A system is based on perspective
- Reason for existence
- Inputs/Outputs
- What do you have now
- Benchmark and use your Quality Partner for help



Management Systems provide **organization** and **predictability** to the workplace

# Challenge: Implementing a QMS



*Moving the Quality maturity forward is our objective.*

*Proactive v. Reactive  
Transformative v. Transactional*

# Challenge: Implementing a QMS

*Proactive v. Reactive*

*Transformative v. Transactional*

ESSENTIAL Elements of the QMS				
Leadership		Customer Relationship		Strategic Direction
Assessments	Risk Management	Performance Metrics & Review		Quality Policy & Objectives
Issues Management		Records Management		Competency
	Internal Processes		Data Management	Continuous Improvement of the QMS





# Scaled Implementation



## Concept:

Identify ONE quality essential that exists in the customer area & use it as a platform (FOCUS area) for a comfortable level of process improvement. Then leverage it to build their QMS and mature their mental model of quality.

## Approach:

- 1) Listen to customers' greatest areas of need
- 2) Offer a focus area with some guidance
  - Choose one of 3 pre-defined fundamentals
  - Begin process improvements
- 3) "Catch them in the act!"
  - That is, let them experience their QMS working for them.

# Scaled Implementation

## Example of a Proposed Implementation Plan



### MILE 1

Select Focus Area  
Communicate WIIFM

### MILE 3

Establish Timelines  
Conduct Improvement Activity\*

### MILE 2

Environment Scan  
Target Processes within Focus Area

### MILE 4

Identify KPIs  
Formalize PDCA

\* A typical process improvement methodology (i.e., Lean, LSS, SIA, etc.) will be used throughout the activity

# Scaled Implementation

Quality Function Assess Area for Process Effectiveness and Sustainability



# SUMMARY



Management Systems can take a variety of approaches

Strategic Rhythms are not substitutes for your management system

Treating your organization as a system is vital

Quality is the ability to control your processes as repeatable, which then renders the outputs (deliverables) as predictable and intentional.

A QMS can serve as a business management system.

**QUESTIONS?**

Thanks!  
Contact us:

Sandia National Labs  
Curtis Blackwell & Katie Snapp