



# QA POLICY & PROCEDURES TASK GROUP Meeting Minutes

## 1.0 MEETING INFORMATION

### 1.1 Date

May 8<sup>th</sup>, 2019

### 1.2 Location

Oak Ridge National Lab, Oak Ridge, TN

### 1.3 Attendees

Ben Arrigoni	AECOM/WTCC	(P&P Vice-Chair)
John Verderber	WRPS	(P&P Secretary)
Kimberly Armour	Project Enhancement	
Sonya Barnette	HQ-DOE	
Curtis Blackwell	Sandia	
Tammie Graham-McGuire	LLNL	
Daren Jensen	INL	
Alice Lewis	PNNL	
Brad McClung	INL	
Ashley Moriarty	OREM-DOE	
Lauren Ratliff	Sandia	

### 1.4 Notes

Meeting was called to order at 8:15AM by *Ben Arrigoni*.

## 2.0 Previous Meeting Minutes

Pacific Northwest National Lab (October 2018) meeting minutes were approved as read.

## 3.0 OLD BUSINESS/ACTIONS

### 3.1 On-Going Actions

Task P&P-11-02, Graded Approach (Lead: TBD)

- Discussion tabled for future meeting
- *Daren Jensen* agreed to lead this activity
- *Secretary* to forward copy of latest information—Done

### 3.2 Completed Actions

Provided hardcopies of documents covering WTP “Quality Absolutes” and Conditional Releases—quality philosophies that the Waste Treatment Plant has adopted through Bechtel. *Ben Arrigoni* discussed their purpose and significance in driving the quality culture at WTP.

*Curtis Blackwell* gave a slide presentation and discussed Sandia’s “Quality Partner Program” that was initiated in 2016. The program enables Quality personnel to be integrated into project teams



## QA POLICY & PROCEDURES TASK GROUP Meeting Minutes

as a problem solver and an advocate for improvement. A copy of the presentation is attached to these minutes.

*John Verderber* developed draft guide for all EFCOG groups to consider adopting for the development and approval cycle of white papers.

- Copies will be forwarded to those in attendance for any comments—Done.
- Comments will be received at the Fall 2019 meeting, then move on to approval.

Development of charter, vision, and mission statements

- Vision statement: “Deliver best practices and tools for quality professional development and implementation of quality requirements.”
- Mission statement: “Facilitate a quality culture, knowledge management, and improved efficiency through collaborative education and support. Utilize the collective experience of contractor and DOE personnel to develop value-added tools and products for quality application across the DOE complex.”
- Charter: post-meeting it was determined that a charter statement, with a structure matching other groups, was preferable over a full charter document. Based on the vision and mission statements, the following charter statement was created...

"The Policy and Procedures (P&P) Task Group facilitates success of the Energy Facility Contractors Group (EFCOG) and its members by identifying and examining current issues and challenges facing the DOE complex—providing guidance and tools for programmatic corrections and improvement. The group focuses on program-level quality topics such as quality culture development, trending and measurement of quality, and updates to complex-wide requirements. The group will deliver tools (e.g. crosswalks, templates), white papers, and best practices; collaborating with other QA task groups on applicable P&P projects to better target specific needs and increase value added."

Core Definitions List

- It was discussed and agreed upon that definitions vary too much between sites to make developing our own core definitions practical or meaningful, especially given that the definitions are often driven by the governing standards.

Reviewed the Watch List Table

- Comment made inquiring about the purpose of Watchlist Table—considered a good idea when begun, to identify issues that the P&P group could support and assist with.
- Considered removing list, modifying content, and(or) defining purpose to better suit—such as list for tracking possible deliverables and topics of interest.



## QA POLICY & PROCEDURES TASK GROUP Meeting Minutes

### 3.3 Topical Areas of Interest

Below are the areas of interest that were listed at the Fall 2018 meeting. The items in bold italics were determined to be priority during the Spring 2019 meeting.

- ***Quality Metrics & Leading Indicators—how to measure success***
- ***QE Program, Competencies, and Qualifications***
- ***Quality Professional Development***
- ***Auditor / ATL Training***
- ***Quality Culture***
- ***Audit Practices***
- Graded Approach
- Quality Absolutes
- Conditional Release
- Suspect/Counterfeit Items
- Project Phase Quality Application

### 4.0 DISCUSSIONS

The importance of educating people about what is a code verses what is a standard.

*Darren Jensen* discussed what INL is doing concerning the flow-down of requirements through use of DOORS, and how they control the link to an implementing piece. May present at the fall EFCOG session on successes with this process at INL.

*Darren Jensen* explained what INL went through to achieve ASME NQA-1 certification and the benefits thus far.

Consideration is being given to the term “quality” which, in many cases, may better be called “excellence.” The idea is that quality has become a word that either doesn’t have much meaning to someone or has negative connotations as far as added-value, cost savings, etc.

How to reward people for quality—many sites use quality coins, certificates, etc. What other options exist and how can they best be leveraged to improve the quality culture. It was brought up that something visible, like a lanyard, would be a good reward because it is always visible to everyone. ***This may be a good topic for further discussion—how rewards can be utilized to improve the quality culture.***

For a quality organization to be trusted and valued, they must have competency and consistency—the latter of which is especially difficult to maintain (e.g. people’s inherent subjectivity). ***This may be a good topic for further discussion—what can be done and what is currently being done around the complex.***

If possible, the P&P group should attempt to find products that can incorporate the other EFCOG QA task groups.



## QA POLICY & PROCEDURES TASK GROUP Meeting Minutes

Metrics & measures: when it comes to quality there seems to be difficulty in identifying leading indicators. Consider future discussion as to what other sites have for leading/lagging indicators and what best practices exist. ***This may be a good item for future deliverable—best practice on metrics.***

Consider creating a PowerPoint presentation for those that are attending their first EFCOG session, e.g. covering what to expect and structure of the event.

### 5.0 New Business/Actions

*Alice Lewis* requested feedback on how EFCOG website could be improved.

It was discussed that a monthly call-in session would be beneficial for the group, as Supply Chain does. ***Will be added as item on next EFCOG meeting's agenda.***

### 6.0 CONCLUSION

Based on today's brainstorming session, the feedback from those in attendance was very positive, in that the more defined goals and direction will be beneficial to the P&P group.

Meeting adjourned at 3:00PM.



## QA POLICY & PROCEDURES TASK GROUP Meeting Minutes

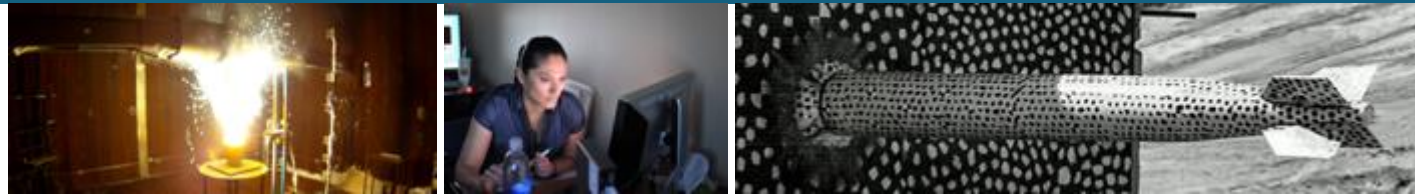
### ACTION ITEMS & STATUS

Task No. <sup>†</sup>	Activity	Responsible Person	ETC*	Status
PP-11-02	<b>Whitepaper</b> Guidance on Applying a Graded Approach	Daren Jensen	TBD	Draft Complete Future TBD @ Fall 2019 Meeting
PP-18-01	Provide information to group involving the terms “Conditional Release” and “Quality Absolutes”	Ben Arrigoni	--	Completed
PP-19-01	<b>Whitepaper</b> EFCOG White Paper Development Process Guide	John Verderber	Nov 2019	Draft Complete Will receive Comments @ Fall 2019 Meeting
PP-19-0A	Presentation on Quality Partners	Curtis Blackwell	May 2019	Completed
PP-19-0B	Create Charter, Vision Statement, Mission Statement	John Verderber Ben Arrigoni	--	Completed
PP-19-02	<b>Whitepaper</b> Best Practices for QA Metrics and Methods	TBD	Mar 2020	Pending Will be Initiated @ Fall 2019 Meeting

\* Estimated Time to Completion

† Alpha Task Numbers indicate an internal task—numerical task numbers indicate external group deliverable.

# Quality Partner Program



Quality Assurance  
Center 9100

*PRESENTED BY*

Curtis Blackwell, Dept 9113

A Model of Excellence

May 1, 2019  
OFFICIAL USE ONLY (OUO)



Sandia National Laboratories is a multimission laboratory managed and operated by National Technology & Engineering Solutions of Sandia, LLC, a wholly owned subsidiary of Honeywell International Inc., for the U.S. Department of Energy's National Nuclear Security Administration under contract DE-NA0003525.

## Quality Partner Program Background



- FY16 Quality Partnership Program (QPP) formalized
  - result of Labs-wide 3-year Quality Maturity Assessment (QMA)
  - assist entity with Labs quality requirements
- FY17 Enhanced QPP deployed
  - shift from QMA
  - emphasis on entity's self-identified quality improvement opportunities
- FY18-FY19
  - QPP evolution and growth
  - same core: providing direct quality support to entities throughout the Labs
- Current
  - implementing a team-based structured approach to quality partnering across Sandia
  - using the “Core 4 and More” deployment model
  - including a Quality Response Team (QRT) for rapid response to Labs- or Division-level quality priorities



## “And More” Services

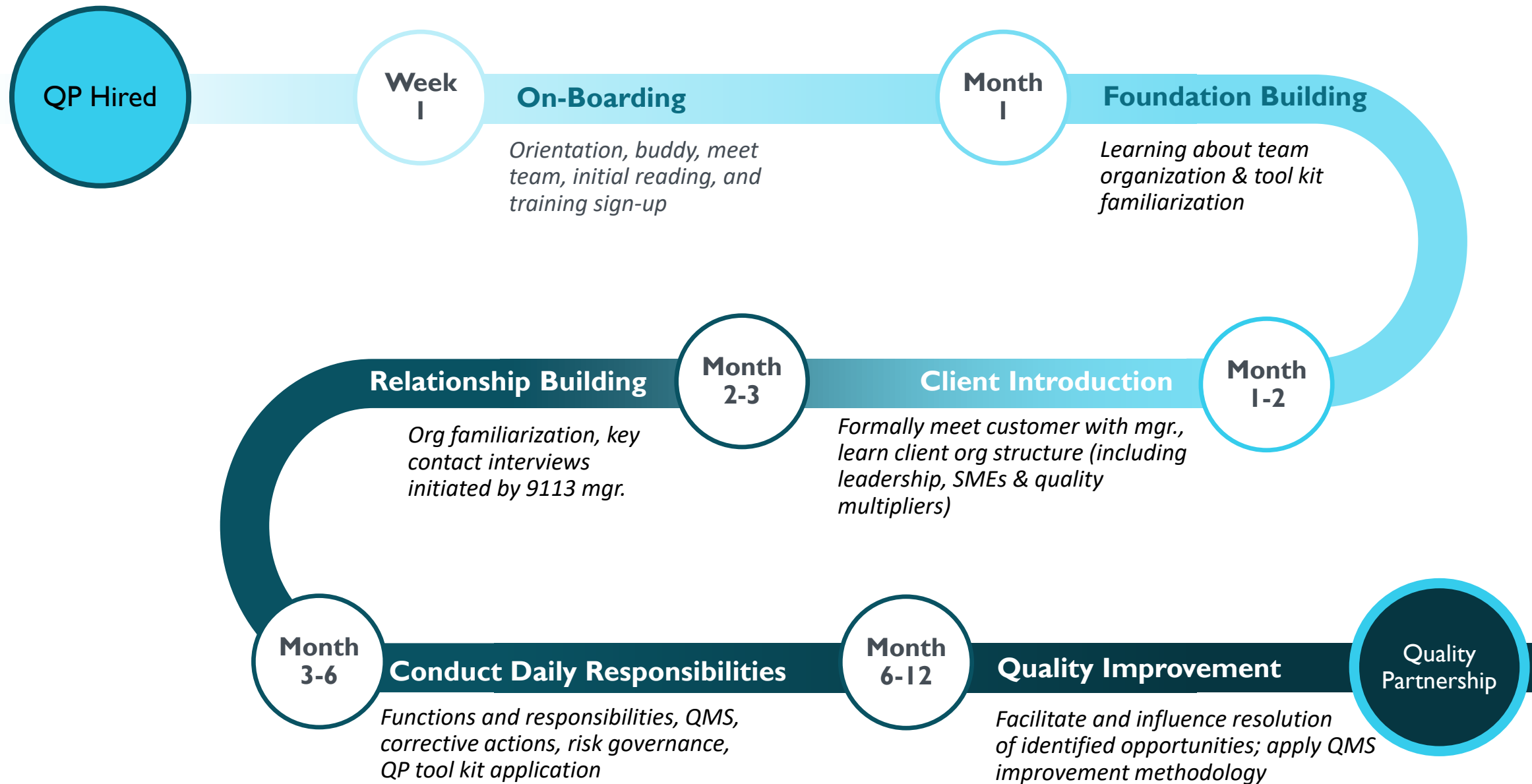
- Corporate Quality Initiative support
- Division-tailored quality support
- Assessment support
- Professional facilitation
- Process development
- Performance metrics and analysis
- Quality data analysis
- Root cause analysis

## QPP Goal

Implement and sustain a fully structured approach to quality partnering that adds value to the customer while meeting mission deliverables.



# The Road to “Quality” Partnership Timeline





## What is the Quality Response Team (QRT)?

The QRT is a blended version of a traditional corporate “Tiger Team” and a military “Quick Reaction Force (QRF).” The intent is to quickly shift specialized quality resources as needed for a rapid response to Laboratories-level or division-level quality management system priorities.



The QRT lead role is formally assigned to the Quality Partner Team most impacted by the identified quality priority. Additional Quality Partners are shifted to supporting roles to assist with the project's heavy lifting.

### Parameters

- Must be a Laboratories-level or division-level quality priority
- Specific goal and scope clearly defined
- Metrics established to measure improvement
- Duration varies, but typically 30- to 90-day timeline of QP effort
- QRT works with the owning entity to stabilize the problem and put in place quality processes and procedures to mitigate problem reoccurrence
- QRT does NOT simply identify a problem and throw it over the fence
- QRT performs as much of the heavy-lifting as necessary to achieve success



## Manager, Quality Partner Program

Mission Delivery Program Lead					ESD	Mission Support Program Lead						
1000	2000	5000	6000	8000		800	3000	9000	11000	600	4000	10000
<b>Delivery Team 1</b> Quality Partner Lead Quality Partner Quality Partner		<b>Delivery Team 2</b> Quality Partner Lead Quality Partner Quality Partner			<b>20</b>  <b>100</b>	<b>Support Team 1</b> Quality Partner Lead Quality Partner Quality Partner				<b>Support Team 2</b> Quality Partner Lead Quality Partner Quality Partner		



# PARTNERS

## *INTEGRATING QUALITY*

### A C R O S S   T H E   L A B S



---

Questions?

POC: Johnny Luevano  
Manager, Quality Engineering  
[jlueva@sandia.gov](mailto:jlueva@sandia.gov)  
(505) 284-1004