



EFCOG ISM & QA TASK GROUPS FALL MEETING 2021

Darlene Murdoch, Director

Operational Excellence and Quality Assurance

Savannah River Nuclear Solutions, LLC

WELCOME!

- Thanks for joining us and thanks for making the Fall Joint Meeting a success. Unprecedented attendance and engagement in virtual environment.
- Building on past successes, our expectations are even higher for this meeting.
- I invite you to share, listen, ask, and take back to your site as many practices or ideas as you can.
- Then keep the momentum going.
- EFCOG provides the forum for continued improvement across the complex

**EFCOG/SAFETY
WORKING
GROUP
VISION & FOCUS**



JAN PRESTON, SWG CHAIR

FLUOR MISSION SOLUTIONS

NOVEMBER 1, 2021



FIRST:

IN
APPRECIATION

- You in the SWG have been on the front lines these past 18 months
- You kept it (the mission, our community) together despite all the challenges
- Your insights and innovations are helping evolve the complex's work approaches into an effective “new normal”

*On behalf of the EFCOG Board, SWG
Leadership, and our Client –
THANK YOU!*

NEW SWG CLIENT LIAISON

- Garrett Smith, Director, AU-30, Office of Nuclear Safety, has assumed Pat Worthington's role as SWG Liaison
- Kevin Dressman is the new Director, AU-10, Office of Health & Safety

*We look forward to effective collaborations with both
Garrett and Kevin*

EFCOG STRATEGIC PRIORITIES

- Safe, secure, and effective operations
- Ensuring long-term availability of critical equipment, supplies, and infrastructure
- Assuring that Projects are completed on cost and schedule
- Recruit, develop, and retain the right people to ensure future mission needs are met



HOW EFCOG GETS THINGS DONE

- Pursuing Board level initiatives – most often jointly with DOE/NNSA
- Setting/steering Working Group priorities
- Populating and focusing Task Teams
- Regularly refreshing the EFCOG organization to maximize value

All of these are informed by active engagement with the DOE/NNSA client

WHAT BENEFITS DOES EFCOG PROVIDE?

- Be the “one voice” of the Contractor community for the Client
- Work issues/solve problems across the Contractor complex
- Capture best practices for the benefit of all (cost savings, efficiency, effectiveness, etc.)
- Sponsor practitioner/SME forums for collaboration and sharing
- Provide professional and leadership/ development opportunities for Contractor staff

2020-2021 EFCOG EFFORTS

- Facilitated Joint COVID Lessons Learned Workshops
- Analyzed/reported on COVID-related policy variations across the complex – site access controls, leave and pay administration, telework accommodations
- Provided solicited (and unsolicited) input on proposed DOE/NNSA policies and implementation strategies
- Elevated challenges and unintended consequences, while proposing solutions
- Continued to support ongoing EFCOG Working Group initiatives and collaborations

SAFETY WORKING GROUP MISSION

- Advocate for strong, effective implementation of ISM
- Seek out, develop, and promote best practices
- Facilitate the exchange of operating experiences and information
- Design studies and develop position and technical papers
- Provide DOE/NNSA and member companies access to a network of SMEs
- Identify opportunities for improvement/efficiency; and
- Enhance the competency of safety professionals

2020-2021 | SWG EFFORTS

- Continued collaborations virtually
- Issued numerous Best Practices, White Papers, and Lessons Learned
- Re-energized the Work Planning & Control Task Team (the foundation of ISM)
- Issued guidance for DOE/Corporate Review of Contractor Assurance Systems
- Supported an “Early Career Task Team” focused on Nuclear & Facility Safety-related careers

Note: Reportedly, the HPI Task Team COVID Best Practice was the most requested of the year!

2020-2021 SWG EFFORTS (CONT.)

- Actively supported maintenance and expansion of the Master Approved Supplier List (MSL) and the Nuclear Security Enterprise Supply Base
- Developed a Laser Near Miss & Accident Database
- Continued wide-spread assistance to the DOE National Training Center (NTC)
- Provided SME review on a variety of DOE Technical Standards/Guides
- Supported the virtual Safety Culture Improvement Panel Annual Meetings (2020 and 2021)

CHALLENGES

- The need to collaborate virtually will continue
- COVID, and what it has wrought, will dominate our focus for a while longer
- There should be regular focus on succession and creation of development opportunities
- Evolution and change are part of “the new normal” – receptiveness and agility are key

THANK YOU FOR
ALL YOU DO TO
SUPPORT EFCOG



ISM VISION



KEVIN DRESSMAN
DOE OFFICE OF HEALTH AND
SAFETY

NOVEMBER 1, 2021

(No slides used)

November 10, 2021

DRIVING CONTINUED CAS MATURATION AND SUSTAINMENT

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CAS SENIOR PROGRAM MANAGER

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SENIOR HOS MANAGER

Honeywell

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National Nuclear Security Administration

 **KSC**
Kansas City
National Security Campus

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WHAT DOES A MATURE CAS LOOK LIKE?

Characteristics of a mature CAS would include:

- Provides an accurate awareness of mission performance;
- Provides the ability to detect trends in a timely manner to intervene;
- Contains appropriate continuous improvement and corrective actions processes and approaches;
- Stimulates an environment of cooperation and teamwork between the governance partners.

HOW DO WE STIMULATE AND DRIVE FURTHER CAS MATURITY?

- The Governance Peer reviews have been valuable and have stimulated CAS improvement and best practice-sharing. Going forward, an objective tool for self-assessing CAS health and maturity is needed.
- This presentation proposes a method for assessing CAS maturity based upon an assessment of the maturity of the site's CAS processes as well as the Site/Lab's ability to select performance indicators which provide an accurate awareness of mission performance, indicate process stability, show signs of organizational learning and continuous improvement and align with enterprise level strategies and expected behaviors. A numerical scoring scheme is proposed for both process maturity and desired mission performance levels to better prioritize opportunities for improvement.

“If you're are not keeping score, you're just practicing” Vince Lombardi

GOALS OF THIS CAS MATURITY AND SUSTAINMENT APPROACH

Leverage and build upon work that has already been done

Develop a tool to visualize CAS maturity (strengths, opportunities)

- Promote continuous improvement of CAS Maturity and performance results
- Identify blind spots between corporate partners, Field Offices, and Contractors
- Quickly identify specific areas where improvement might be needed at individual Sites / Labs and trends across the NSE
- Promote best practice-sharing and collaboration



ASSESSING CAS PROCESS MATURITY

- EFCOG Best Practice #195: Contractor Assurance System Effectiveness Validation identified seven CAS elements and thirty-five CAS sub-elements for an effective CAS
- This assessment approach scores each of the sub-elements against one of five maturity levels, similar to those defined and utilized by the Capability Maturity Model Integration (CMMI) process:
 1. Initial
 2. Responding
 3. Defined
 4. Quantitatively Managed
 5. Optimizing.
- **The element-level score is the average of the sub-element scores**

SEVEN ELEMENTS OF AN EFFECTIVE CAS: EFCOG 195

1. Organizational Learning (seven sub-elements)
2. Management Leadership (seven sub-elements)
3. Employee Engagement (four sub-elements)
4. Risk Informed (six sub-elements)
5. Work Conducted by Others (three sub-elements)
6. Governance Engagement (four sub-elements)
7. Credible, Objective, and Transparent (four sub-elements)

PROCESS RESULTS SCORECARD

Contractor Assurance System (CAS) Average Maturity: **3.29**

Contractor Assurance System (CAS) Average Maturity: 3.29		
1 Organizational Learning: The contractor achieves improvement in mission execution by: conducting positive, credible, and critical assessments and analysis of performance (including annual events); identifying and correcting issues; performing trend analysis; generating and applying lessons learned; and conducting routine performance monitoring. Improvement in mission performance and risk reduction resulting from CAS related efforts are evident.		
1.1	CAS Program, processes, and response to outputs are evaluated and improvements made as necessary.	3
1.2	Insights are used to identify system-level learning opportunities.	2
1.3	The results of assessments are used to drive improvement (e.g., risk reduction, process efficiencies).	3
1.4	Management effectively sets priorities using the results of the issues management system.	3
1.5	Organizational trends are identified, examined, communicated and addressed.	4
1.6	The contractor seeks to learn from others (operating experience, lessons learned, benchmarking, etc.)	3
1.7	Assessors, management observations, performance monitoring, and other CAS processes regularly find and address significant issues (usually before they become conceptual events).	3
2 Management Leadership: CAS is an integral part of management and leadership decision making, demonstrating positive effect on mission execution and sustainability of improvements. Management addresses issues and communicates actions and results in a timely manner.		
2.1	Senior management uses CAS to monitor performance and takes action to manage risks.	4
2.2	Management of all work demonstrates awareness for the application of CAS related information for their functional or mission area.	3
2.3	Management demonstrates self-critical, candid, and objective evaluation of performance.	2
2.4	Management actively monitors performance where work is conducted.	3
2.5	Management encourage a questioning attitude, foster constructive dialogue, and ensure issue disposition at the appropriate level.	2
2.6	Management ensure that corrective actions effectively address the identified issues.	2
2.7	Management employ an appropriate risk handling strategy, where issues cannot be resolved in a timely manner.	3
3 Employee Engagement: Employees are actively engaged in improving performance.		
3.1	Employees actively participate in CAS activities, although they may not describe them as such.	4
3.2	Employees use the processes for eliciting, capturing, and addressing their suggestions, concerns, and dissenting opinions.	3
3.3	Employees demonstrate a constructive, questioning attitude and healthy skepticism regarding safety, compliance, and effective performance.	3
3.4	Managers and employees work together to discuss continuing improvement, recognize and resolve issues, and learn from their experiences.	4
4 Risk Informed: Risk management is a foundation and element of CAS, enabling management to focus on what is important. The CAS is risk informed with a focus on mission and performance optimization.		
4.1	CAS activities and outputs are integrated with the contractor's risk management processes.	3
4.2	The CAS is tailored to meet the needs and unique risks of the site or activity.	2
4.3	Assessment activities are risk informed (likelihood and consequence), and include consideration of recent performance.	4
4.4	Issues are categorized and addressed according to their significance.	4
4.5	The output of CAS activities, including trends and analysis, is communicated to senior management using a graded approach that considers hazards and risks.	4
4.6	Identified actions or opportunities for risk reduction translate into performance improvements.	4
5 Work Conducted by Others: The contractor assesses CAS activities appropriately address work conducted by others (e.g., subcontractors, university or industry partners, other federal agencies).		
5.1	The contractor has flowed down CAS requirements to other entities conducting work, using a tailored approach.	3
5.2	The contractor monitors and evaluates work conducted by other entities as part of CAS.	3
5.3	CAS activities consider performance information from other entities conducting work.	3
6 Governance Engagement: Corporate governance entities are informed by CAS and constructively engage in monitoring performance information generated by CAS, and interconnecting needed performance.		
6.1	The contractor provides corporate governance with relevant information derived from CAS to support their evaluation of contract performance.	3
6.2	Corporate governance representatives regularly engage in construction dialogue with the DIT customer on performance.	3
6.3	Corporate governance monitors and evaluates contractor performance to identify opportunities where additional action is appropriate.	3
6.4	The contractor addresses issues and recommendations received from corporate governance.	3
7 Credible, Objective, and Transparent: Trust, accountability, transparency, integrity and respect are maintained through all organizational levels via integrated communication and interaction of CAS. The CAS effectively informs DIT decisions.		
7.1	The contractor communicates CAS related information to DIT in an expedient manner.	4
7.2	CAS related information and activities are transparent to that DIT has ready access to information.	4
7.3	The contractor is open to feedback from DIT and acts to improve performance.	3
7.4	DIT has confidence in the credibility and objectiveness of the contractor's CAS efforts.	4

Overall CAS Maturity Score:

3.29

1	Organizational Learning	3.00
2	Management Leadership	2.71
3	Employee Engagement	3.75
4	Risk Informed	3.83
5	Work Conducted by Others	3.00
6	Governance Engagement	3.00
7	Credible, Objective & Transparent	3.75

- G** Strengths (Highest Scores)
- Y** Medium Scores
- R** Opportunities (Lowest Scores)

ASSESSING SITE PERFORMANCE INDICATORS

Assessment Criteria:

1. CAS performance indicators are relevant and provide an accurate awareness of mission performance.
2. CAS performance indicators indicate process stability with results consistently meeting or exceeding expectations.
3. CAS performance indicators show clear signs of organizational learning and continuous improvement through trends and well-defined improvement actions.
4. CAS performance indicators are aligned with the enterprise level strategies and expected behaviors.

Grading Scale (1-5)

- 5(all): Applies to all CAS performance indicators (100%)
- 4(Most): Applies to most CAS performance indicators (>80% and <100%)
- 3(Many): Applies to many CAS performance indicators ($\geq 30\%$ and $\leq 80\%$)
- 2(Some): Applies to some CAS performance indicators ($\geq 10\%$ and <30%)
- 1(Few): Applies to few CAS performance indicators (< 10%)

Mature CAS Processes Should Drive Sustainable CAS Results

PERFORMANCE LEVEL RESULTS

Site / Lab Performance Indicator Scoring:		
CAS performance indicators are relevant and provide an accurate awareness of mission performance.	3	2.00
CAS performance indicators indicate process stability with results consistently meeting or exceeding expectations.	2	
CAS performance indicators include goals and show clear signs of organizational learning and continuous improvement through trends and well-defined improvement actions.	2	
CAS performance indicators are aligned with the enterprise level strategies and expected behaviors.	1	

ASSESSMENT SCORECARD EXAMPLE

Contractor Assessment System (CAS) Average Maturity			1.25
1 Organizational Learning: The contractor addresses improvement in critical processes by conducting process, capability, and/or threat assessments and analysis of performance including observed events (identifying and assessing factors, performing root cause analysis and applying lessons learned) and conducting routine performance monitoring. Improvement in critical performance and risk reduction resulting from CAS related efforts are evident.			
1.1	1.1.1	1.1.1.1	Y
1.1	1.1.2	1.1.2.1	Y
1.1	1.1.2	1.1.2.2	Y
1.1	1.1.3	1.1.3.1	Y
1.1	1.1.3	1.1.3.2	Y
1.1	1.1.4	1.1.4.1	Y
1.1	1.1.4	1.1.4.2	Y
1.1	1.1.4	1.1.4.3	Y
1.1	1.1.4	1.1.4.4	Y
1.1	1.1.4	1.1.4.5	Y
1.1	1.1.4	1.1.4.6	Y
1.1	1.1.4	1.1.4.7	Y
1.1	1.1.4	1.1.4.8	Y
1.1	1.1.4	1.1.4.9	Y
1.1	1.1.4	1.1.4.10	Y
1.1	1.1.4	1.1.4.11	Y
1.1	1.1.4	1.1.4.12	Y
1.1	1.1.4	1.1.4.13	Y
1.1	1.1.4	1.1.4.14	Y
1.1	1.1.4	1.1.4.15	Y
1.1	1.1.4	1.1.4.16	Y
1.1	1.1.4	1.1.4.17	Y
1.1	1.1.4	1.1.4.18	Y
1.1	1.1.4	1.1.4.19	Y
1.1	1.1.4	1.1.4.20	Y
1.1	1.1.4	1.1.4.21	Y
1.1	1.1.4	1.1.4.22	Y
1.1	1.1.4	1.1.4.23	Y
1.1	1.1.4	1.1.4.24	Y
1.1	1.1.4	1.1.4.25	Y
1.1	1.1.4	1.1.4.26	Y
1.1	1.1.4	1.1.4.27	Y
1.1	1.1.4	1.1.4.28	Y
1.1	1.1.4	1.1.4.29	Y
1.1	1.1.4	1.1.4.30	Y
1.1	1.1.4	1.1.4.31	Y
1.1	1.1.4	1.1.4.32	Y
1.1	1.1.4	1.1.4.33	Y
1.1	1.1.4	1.1.4.34	Y
1.1	1.1.4	1.1.4.35	Y
1.1	1.1.4	1.1.4.36	Y
1.1	1.1.4	1.1.4.37	Y
1.1	1.1.4	1.1.4.38	Y
1.1	1.1.4	1.1.4.39	Y
1.1	1.1.4	1.1.4.40	Y
1.1	1.1.4	1.1.4.41	Y
1.1	1.1.4	1.1.4.42	Y
1.1	1.1.4	1.1.4.43	Y
1.1	1.1.4	1.1.4.44	Y
1.1	1.1.4	1.1.4.45	Y
1.1	1.1.4	1.1.4.46	Y
1.1	1.1.4	1.1.4.47	Y
1.1	1.1.4	1.1.4.48	Y
1.1	1.1.4	1.1.4.49	Y
1.1	1.1.4	1.1.4.50	Y
1.1	1.1.4	1.1.4.51	Y
1.1	1.1.4	1.1.4.52	Y
1.1	1.1.4	1.1.4.53	Y
1.1	1.1.4	1.1.4.54	Y
1.1	1.1.4	1.1.4.55	Y
1.1	1.1.4	1.1.4.56	Y
1.1	1.1.4	1.1.4.57	Y
1.1	1.1.4	1.1.4.58	Y
1.1	1.1.4	1.1.4.59	Y
1.1	1.1.4	1.1.4.60	Y
1.1	1.1.4	1.1.4.61	Y
1.1	1.1.4	1.1.4.62	Y
1.1	1.1.4	1.1.4.63	Y
1.1	1.1.4	1.1.4.64	Y
1.1	1.1.4	1.1.4.65	Y
1.1	1.1.4	1.1.4.66	Y
1.1	1.1.4	1.1.4.67	Y
1.1	1.1.4	1.1.4.68	Y
1.1	1.1.4	1.1.4.69	Y
1.1	1.1.4	1.1.4.70	Y
1.1	1.1.4	1.1.4.71	Y
1.1	1.1.4	1.1.4.72	Y
1.1	1.1.4	1.1.4.73	Y
1.1	1.1.4	1.1.4.74	Y
1.1	1.1.4	1.1.4.75	Y
1.1	1.1.4	1.1.4.76	Y
1.1	1.1.4	1.1.4.77	Y
1.1	1.1.4	1.1.4.78	Y
1.1	1.1.4	1.1.4.79	Y
1.1	1.1.4	1.1.4.80	Y
1.1	1.1.4	1.1.4.81	Y
1.1	1.1.4	1.1.4.82	Y
1.1	1.1.4	1.1.4.83	Y
1.1	1.1.4	1.1.4.84	Y
1.1	1.1.4	1.1.4.85	Y
1.1	1.1.4	1.1.4.86	Y
1.1	1.1.4	1.1.4.87	Y
1.1	1.1.4	1.1.4.88	Y
1.1	1.1.4	1.1.4.89	Y
1.1	1.1.4	1.1.4.90	Y
1.1	1.1.4	1.1.4.91	Y
1.1	1.1.4	1.1.4.92	Y
1.1	1.1.4	1.1.4.93	Y
1.1	1.1.4	1.1.4.94	Y
1.1	1.1.4	1.1.4.95	Y
1.1	1.1.4	1.1.4.96	Y
1.1	1.1.4	1.1.4.97	Y
1.1	1.1.4	1.1.4.98	Y
1.1	1.1.4	1.1.4.99	Y
1.1	1.1.4	1.1.4.100	Y
1.1	1.1.4	1.1.4.101	Y
1.1	1.1.4	1.1.4.102	Y
1.1	1.1.4	1.1.4.103	Y
1.1	1.1.4	1.1.4.104	Y
1.1	1.1.4	1.1.4.105	Y
1.1	1.1.4	1.1.4.106	Y
1.1	1.1.4	1.1.4.107	Y
1.1	1.1.4	1.1.4.108	Y
1.1	1.1.4	1.1.4.109	Y
1.1	1.1.4	1.1.4.110	Y
1.1	1.1.4	1.1.4.111	Y
1.1	1.1.4	1.1.4.112	Y
1.1	1.1.4	1.1.4.113	Y
1.1	1.1.4	1.1.4.114	Y
1.1	1.1.4	1.1.4.115	Y
1.1	1.1.4	1.1.4.116	Y
1.1	1.1.4	1.1.4.117	Y
1.1	1.1.4	1.1.4.118	Y
1.1	1.1.4	1.1.4.119	Y
1.1	1.1.4	1.1.4.120	Y
1.1	1.1.4	1.1.4.121	Y
1.1	1.1.4	1.1.4.122	Y
1.1	1.1.4	1.1.4.123	Y
1.1	1.1.4	1.1.4.124	Y
1.1	1.1.4	1.1.4.125	Y
1.1	1.1.4	1.1.4.126	Y
1.1	1.1.4	1.1.4.127	Y
1.1	1.1.4	1.1.4.128	Y
1.1	1.1.4	1.1.4.129	Y
1.1	1.1.4	1.1.4.130	Y
1.1	1.1.4	1.1.4.131	Y
1.1	1.1.4	1.1.4.132	Y
1.1	1.1.4	1.1.4.133	Y
1.1	1.1.4	1.1.4.134	Y
1.1	1.1.4	1.1.4.135	Y
1.1	1.1.4	1.1.4.136	Y
1.1	1.1.4	1.1.4.137	Y
1.1	1.1.4	1.1.4.138	Y
1.1	1.1.4	1.1.4.139	Y
1.1	1.1.4	1.1.4.140	Y
1.1	1.1.4	1.1.4.141	Y
1.1	1.1.4	1.1.4.142	Y
1.1	1.1.4	1.1.4.143	Y
1.1	1.1.4	1.1.4.144	Y
1.1	1.1.4	1.1.4.145	Y
1.1	1.1.4	1.1.4.146	Y
1.1	1.1.4	1.1.4.147	Y
1.1	1.1.4	1.1.4.148	Y
1.1	1.1.4	1.1.4.149	Y
1.1	1.1.4	1.1.4.150	Y
1.1	1.1.4	1.1.4.151	Y
1.1	1.1.4	1.1.4.152	Y
1.1	1.1.4	1.1.4.153	Y
1.1	1.1.4	1.1.4.154	Y
1.1	1.1.4	1.1.4.155	Y
1.1	1.1.4	1.1.4.156	Y
1.1	1.1.4	1.1.4.157	Y
1.1	1.1.4	1.1.4.158	Y
1.1	1.1.4	1.1.4.159	Y
1.1	1.1.4	1.1.4.160	Y
1.1	1.1.4	1.1.4.161	Y
1.1	1.1.4	1.1.4.162	Y
1.1	1.1.4	1.1.4.163	Y
1.1	1.1.4	1.1.4.164	Y
1.1	1.1.4	1.1.4.165	Y
1.1	1.1.4	1.1.4.166	Y
1.1	1.1.4	1.1.4.167	Y
1.1	1.1.4	1.1.4.168	Y
1.1	1.1.4	1.1.4.169	Y
1.1	1.1.4	1.1.4.170	Y
1.1	1.1.4	1.1.4.171	Y
1.1	1.1.4	1.1.4.172	Y
1.1	1.1.4	1.1.4.173	Y
1.1	1.1.4	1.1.4.174	Y
1.1	1.1.4	1.1.4.175	Y
1.1	1.1.4	1.1.4.176	Y
1.1	1.1.4	1.1.4.177	Y
1.1	1.1.4	1.1.4.178	Y
1.1	1.1.4	1.1.4.179	Y
1.1	1.1.4	1.1.4.180	Y
1.1	1.1.4	1.1.4.181	Y
1.1	1.1.4	1.1.4.182	Y
1.1	1.1.4	1.1.4.183	Y
1.1	1.1.4	1.1.4.184	Y
1.1	1.1.4	1.1.4.185	Y
1.1	1.1.4	1.1.4.186	Y
1.1	1.1.4	1.1.4.187	Y
1.1	1.1.4	1.1.4.188	Y
1.1	1.1.4	1.1.4.189	Y
1.1	1.1.4	1.1.4.190	Y
1.1	1.1.4	1.1.4.191	Y
1.1	1.1.4	1.1.4.192	Y
1.1	1.1.4	1.1.4.193	Y
1.1	1.1.4	1.1.4.194	Y
1.1	1.1.4	1.1.4.195	Y
1.1	1.1.4	1.1.4.196	Y
1.1	1.1.4	1.1.4.197	Y
1.1	1.1.4	1.1.4.198	Y
1.1	1.1.4	1.1.4.199	Y
1.1	1.1.4	1.1.4.200	Y
1.1	1.1.4	1.1.4.201	Y
1.1	1.1.4	1.1.4.202	Y
1.1	1.1.4	1.1.4.203	Y
1.1	1.1.4	1.1.4.204	Y
1.1	1.1.4	1.1.4.205	Y
1.1	1.1.4	1.1.4.206	Y
1.1	1.1.4	1.1.4.207	Y
1.1	1.1.4	1.1.4.208	Y
1.1	1.1.4	1.1.4.209	Y
1.1	1.1.4	1.1.4.210	Y
1.1	1.1.4	1.1.4.211	Y
1.1	1.1.4	1.1.4.212	Y
1.1	1.1.4	1.1.4.213	Y
1.1	1.1.4	1.1.4.214	Y
1.1	1.1.4	1.1.4.215	Y
1.1	1.1.4	1.1.4.216	Y
1.1	1.1.4	1.1.4.217	Y
1.1	1.1.4	1.1.4.218	Y
1.1	1.1.4	1.1.4.219	Y
1.1	1.1.4	1.1.4.220	Y
1.1	1.1.4	1.1.4.221	Y
1.1	1.1.4	1.1.4.222	Y
1.1	1.1.4	1.1.4.223	Y
1.1	1.1.4	1.1.4.224	Y
1.1	1.1.4	1.1.4.225	Y
1.1	1.1.4	1.1.4.226	Y
1.1	1.1.4	1.1.4.227	Y
1.1	1.1.4	1.1.4.228	Y
1.1	1.1.4	1.1.4.229	Y
1.1	1.1.4	1.1.4.230	Y
1.1	1.1.4	1.1.4.231	Y
1.1	1.1.4	1.1.4.232	Y
1.1	1.1.4	1.1.4.233	Y
1.1	1.1.4	1.1.4.234	Y
1.1	1.1.4	1.1.4.235	Y
1.1	1.1.4	1.1.4.236	Y
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1.1	1.1.4	1.1.4.238	Y
1.1	1.1.4	1.1.4.239	Y
1.1	1.1.4	1.1.4.240	Y
1.1	1.1.4	1.1.4.241	Y
1.1	1.1.4	1.1.4.242	Y
1.1	1.1.4	1.1.4.243	Y
1.1	1.1.4	1.1.4.244	Y
1.1	1.1.4	1.1.4.245	Y
1.1	1.1.4	1.1.4.246	

HOW MIGHT THIS BE USED?

Conducted annually at the site to include contractor, corporate parent, and field office personnel.

- Intended to identify blind spots and to stimulate discussion between the parties

Goal is to use the scoring in order to apply visual indicators to identify strengths and opportunities, regardless of maturity levels

Don't use this to compare sites against each other – it's to help identify opportunities for improvement and blind spots (i.e., every assessment is designed to convey both Green and Red maturity); it should also stimulate best practice-sharing and continuous improvement at all sites/Labs.

“What gets measured gets managed” Peter Drucker



DOE PRIORITIES & EXPECTATIONS FOR ISM & QA

GARRETT SMITH

NOVEMBER 1, 2021



(No slides used)

**ORGANIZATIONAL
EXCELLENCE
SPEAKER**



NNSA Weapon Quality Overview



Andrea Rainer, Director
Weapon Quality Division (NA-121.3)
November 1, 2021



NATIONAL NUCLEAR SECURITY ADMINISTRATION OFFICE OF DEFENSE PROGRAMS



Mission

The NNSA Weapon Quality Division (WQD) assures that weapon products designed and produced for nuclear weapon programs meet the NNSA Weapon Quality Policy





Roles and Responsibilities



WQA Policy
Stewardship

WQA Performance
Evaluation



Continuous
Improvement Initiatives

Defense Programs
Integration



Issue Resolution

Knowledge Sharing and
Preservation

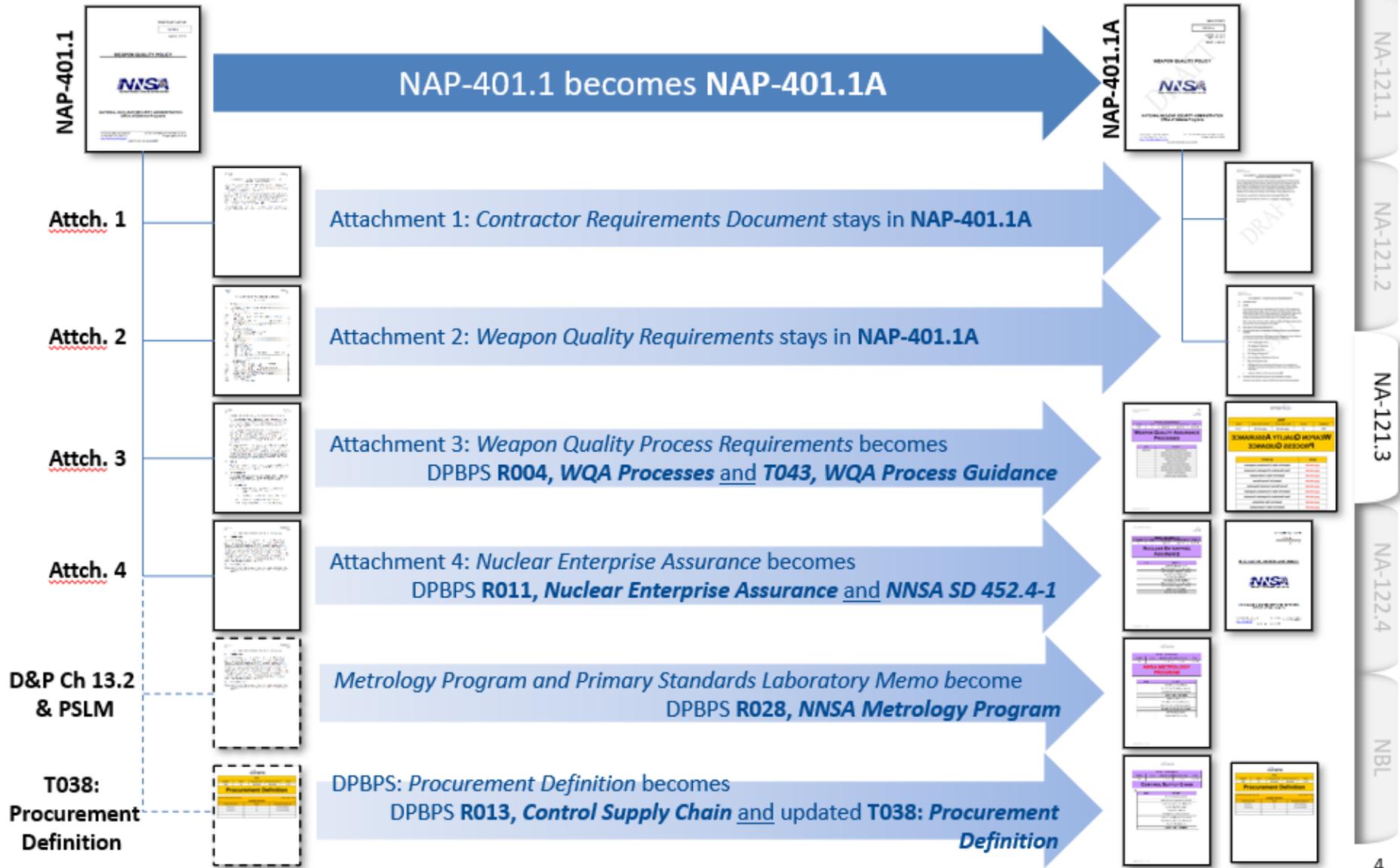


Nuclear Enterprise
Assurance

- Develop, interpret, and maintain the *Weapon Quality Policy*, including the Weapon Quality Management Systems (WQMSs) and early and continuous application of quality principles when realizing Mark Quality products
- Establish the minimum qualification standards for WQD and F/PO WQA personnel responsible for executing Weapon Quality Assurance (WQA) processes
- Establish an NNSA Metrology Program by specifying requirements for measuring and test equipment (M&TE) to ensure accuracy of measurements and standards
- Analyze WQA performance information to document and communicate the health of the NSE WQMS to facilitate continuous improvement
- Provide routine WQA subject matter expertise to NA-10 and drive resolution between Federal Program Offices and WQA personnel from F/POs, DAs, and PAs to address urgent WQA issues



WQA Policy Stewardship



NA-121.1

NA-121.2

NA-121.3

NA-122.4

NBL



WQA Policy Stewardship

- (NAP 401.1A) Develop, interpret, and maintain the *Weapon Quality Policy*, including the Weapon Quality Management Systems (WQMS) and early and continuous application of quality principles when realizing Mark Quality products
- (R004) The WQA processes that are followed by F/PO WQA personnel for NNSA Acceptance of weapon products on behalf of NA-10
- (R004) The WQA processes that govern the use and control of NNSA Accepted products
- (R028) Develop processes that govern Metrology
- (R011/SD 452.4-1) Support Nuclear Enterprise Assurance (NEA) Policy Development, including SD 452.4-1, R011, and updates to DOE Orders 452.1E and 452.4C
- (R013/T038) Controls for suppliers and procurement
- (FTCP-PSQS-1125-2021) Develop and maintain the Weapon Quality Assurance Professional Program-Specific Qualification Standard (PSQS)



FY21 Activities and Accomplishments



Weapon Policy Stewardship

- Released NAP 401.1A; hosted 22 Q&A sessions
- Provided NEA input to DOE O 452.1E / .4C
- Sponsored dev of DPBPS systems models and process flow maps
- Completed R028 Stakeholder Review
- Kicked off R004/T043 Stakeholder Review
- Integrated Weapon Quality Policy requirements flow-down into R031



WQA Performance Evaluation

- Completed Nonconforming Material Reports (NMR) QAS 2
- Finalized PRIME flow-down QAS 2
- Performed Stamping Delegation for SNL and KCNSC
- Accomplished SNL/NM PSL Survey
- Finished LANL pre-QAS 1

Continuous Improvement Initiatives



- Developed Quality Indicators for W80-4
- Drafted Quality Readiness Level Criteria
- Led NMR Process Kaizen
- Serve as NA-12 Liaison to Next-Gen Interconnects Team
- Kicked off SXR Improvement Initiative
- Driving resolution to gage calibration deficiencies and 4:1 tolerance acceptance ratio



Issue Resolution

- Supported resolution to NSE-wide issues: ASICs, Record of Assembly, IPA/Acetone
- Stamp Cancellation at SNL/CA
- Supported closure of OIG audit w/no further action



Defense Programs Integration

- Providing WQA Expertise to: B61-12, B83, Mk4B, W80-4, W87-1, W88 Alt 370, W88 Alt 940, P19, ISA, MTAD
- Streamlining qualification and acceptance activities for pit production
- Provided support to Production Waiver and QIR activities
- Improved Circle T process and ensured implementation



Knowledge Sharing & Preservation

- Performed Spring WQA Forum
- Continued Monthly WQA Meetings
- Provided NNSA Stamping/Acceptance Process Training to DOD
- Released WQA Program Specific Qual Standard, Gap Card, and Training Crosswalk



Nuclear Enterprise Assurance

- Completed NNSA SD 452.4-1 RevCom
- Facilitate and participate in NEASG and NIWG meetings and EA workshop
- NEA training & roadmap



- Release NNSA SD 452.4-1
- Release R004 (WQA Processes), R011 (NEA), R028 (Metrology), and R013 (Procurement)
- Revise US/UK Quality Plan (QP-100)
- Lead NA-LA/LANL QAS 1
- Perform Stamping Delegation QAS 2 at Savannah River
- Execute QAS 3 at KCNSC-NM Hub
- Perform Digital Product QAS 3 at LLNL
- Support SNL/CA Primary Standards Lab Survey
- Complete KCNSC-NM Stamping Delegation Process Implementation QAS 4
- Provide WQA SMEs to support Modernization Programs and Active Product Realization Programs
- Develop Template for Diversion Memos
- Host Annual WQD Workshop
- Participate in Quarterly WQA Forums and Host Monthly WQA VTCs
- Develop WQA101 Training
- Execute Continuous Improvement Initiatives (see next slide)



Continuous Improvement Initiatives



- Health of NSE WQMS
- Quality Readiness Levels (QRL)
- W80-4 Value Stream Mapping
- 99 Mil Standards and Alignment w/ Industry Standards
- SXR Improvement Initiative
- Next-Gen Interconnects/Cable NNSA Response Team

of Recovery Actions Taken (13 potential)

8	8	8	8	8
7	7	7	7	7
6	6	6	6	6
6	6	6	6	6
6	6	6	6	6
5	5	5	5	5
4	4	4	4	4
4	4	4	4	4
4	4	4	4	4
4	4	4	4	4
4	4	4	4	4
3	3	3	3	3
3	3	3	3	3
3	3	3	3	3
3	3	3	3	3
3	3	3	3	3
2	2	2	2	2

NA-121.1

NA-121.2

NA-121.3

NWDA

NBL

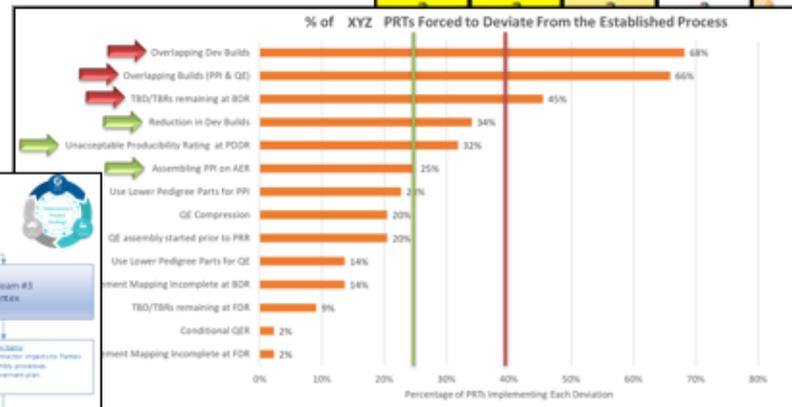
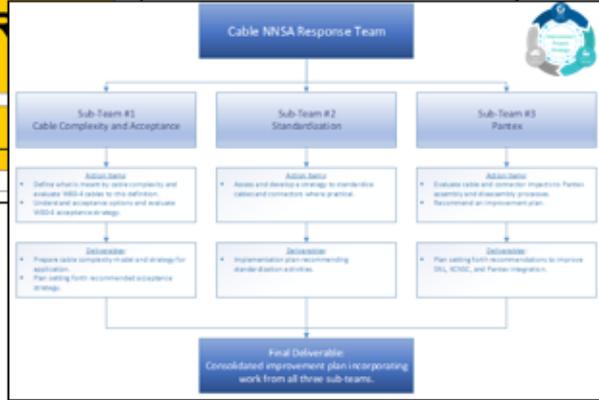
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TOOL				
NUMBER	ISSUE	RELEASE DATE	EFFECTIVE DATE	PAGE
XXXX	A	2021-XX-XX	2022-XX-XX	1 of 11

Quality Readiness Level (QRL) Assessment

For PRRO Administration Use Only

CHANGE HISTORY			
ISSUE	EFFECTIVE DATE	CHANGE TYPE	RELEASE/CHANGE NO.
A	2021-XX-XX	New Release	IER 2021XXXXSA



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Click to add title



QUESTIONS?



Staffing and Organization



Andrea (Andi) Rainer
Director
Weapon Quality Division
ABQ



Legend:
Feds = Black
Purple = Contractor
Vacant = Red

Max Lopez
WQA Engineer
ABQ



Heather Trumble
General Engineer
ABQ



Ron Rodger
Sr. Weapon Quality
Consultant
NC



Justin Bowyer
Systems Engineer (NA-18)
ABQ



Alicia Gallegos
WQA Engineer
ABQ



Scott Lager
WQA Engineer
ABQ



Jeff Davis
NEA Senior Analyst
FORS



v. Pierson
WQA Specialist
KC



Thanks to Vicki Pope,
LLNL, for virtually
orchestrating all the
moving parts

In the EFCOG Webpage
find all agendas and links
to the various sessions

Attend and participate in
as many sessions as you
can

Thanks to the leadership
of all the Task Teams for
providing the environment
for the groups to thrive as
we work together

EFCOG FALL 2021