

EFCOG ISM & QA TASK GROUPS FALL MEETING 2021

Darlene Murdoch, Director

Operational Excellence and Quality Assurance
Savannah River Nuclear Solutions, LLC



- Thanks for joining us and thanks for making the Spring 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

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 Safetyrelated 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 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



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 selfassessing 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:
 - I. 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

- I. 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 Ma seisotional bearing: The contractor achieves improvement in mission execution by: conducting proactive, cridible, and critical acceptances	Latricy.	3.2
and bill	analysk of performance including abnarmal oventy identifying and correcting in GER, performing trend analysis, generating and applying one insured; and conducting couries performance manitoring, improvement is mission performance and risk reduction resulting from CES.		
****	and efform are evident. CAS Program, processes, and response to outputs are evaluated and improvements reade as necessary.	1	
-	Exerts are used to identify system-level learning opportunities.	2.	
-	The results of accessments are used to drive improvement (e.g., risk reduction, process efficiencies).	1	1
-	Management effectively sets priorities using the results of the issues management system.	3.	1
	Organizational trends are identified, examined, communicated and addressed.	4.	2.00
	The contractor ceebs to learn from others (operating experiences, leccoand learned, benchmarking, etc.)	3.	1
1	Accessments, management observations, performance monotoning, and other CMS processes regularly find and address significant issues		1
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-	Senior management uses CAS to mositor performance and takes action to manage risks.	4	
-	Via agenest at all levek demanstrates nenership for the application of CAS related information for their functional or mission area.	3.	
=	Management demanstrates self-critical, candid, and objective evolvation of performance.	2.	
	Vacagest attiely monitor performance where work is conducted.	1.	2.7
Н	Managers encurage a questioning attitude, factor construction dialogue, and encure issue disposition at the appropriate level. Managers ensure that correction actions effectively address the identified issues.	2.	
_	Managers employ an appropriate risk handling storage, when issues cannot be received in a timely manner.	1	
Leey	Royae Engagement: Markers are actively engaged in improving performance. Employees actively participate in CRI activities, although they may not describe them as such.	4	_
-	Employees use the processes for eliciting, capturing, and addressing their suggestions, concerns, and discerning opinions.	i	1
_	Employees deman strate a constructive, questioning attitude and broitly chepticion regarding safe, compliant, and effective performance.	1	2.7
	Managers and employees work together to discuss continuing improvements, recognize and recolve loaves, and from from their experiences.	d	
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Ov	erall CAS Maturity Score:	3.29
		2.00
1	Organizational Learning	3.00
<u> 2</u>	Management Leadership	2.71
<u> </u>	Employee Engagement	3.75
4	Risk Informed	3.83
5	Work Conducted by Others	3.00
6	Governance Engagement	3.00
<u> 7</u>	Credible, Objective & Transparent	3.75
0	0	

G Strengths (Highest Scores)

Y Medium Scores
Opportunities (Lowest Scores)

ASSESSING SITE PERFORMANCE INDICATORS

Assessment Criteria:

- I. 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 (≥ 30% and ≤80%)
- 2(Some): Applies to some CAS performance indicators (≥ 10% and <30%)
- I(Few): Applies to few CAS performance indicators (< 10%)

PERFORMANCE LEVEL RESULTS

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ASSESSMENT SCORECARD EXAMPLE

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	Overall CAS Process Maturity Score:	
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
	Overall Site/Lab Performance Indicator Scoring:	2.00

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



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.



PRIORITIES & EXPECTATIONS FOR ISM & QA

GARRETT SMITH NOVEMBER 1, 2021





NNSA Weapon Quality Overview





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



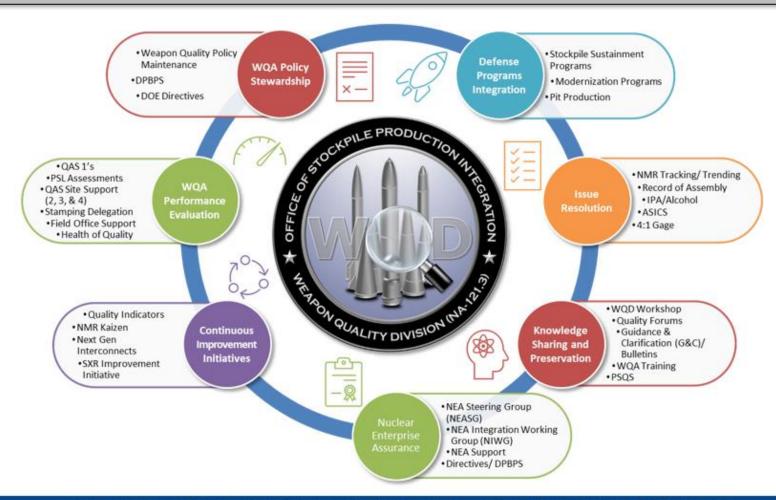


NATIONAL NUCLEAR SECURITY ADMINISTRATION OFFICE OF DEFENSE PROGRAMS





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

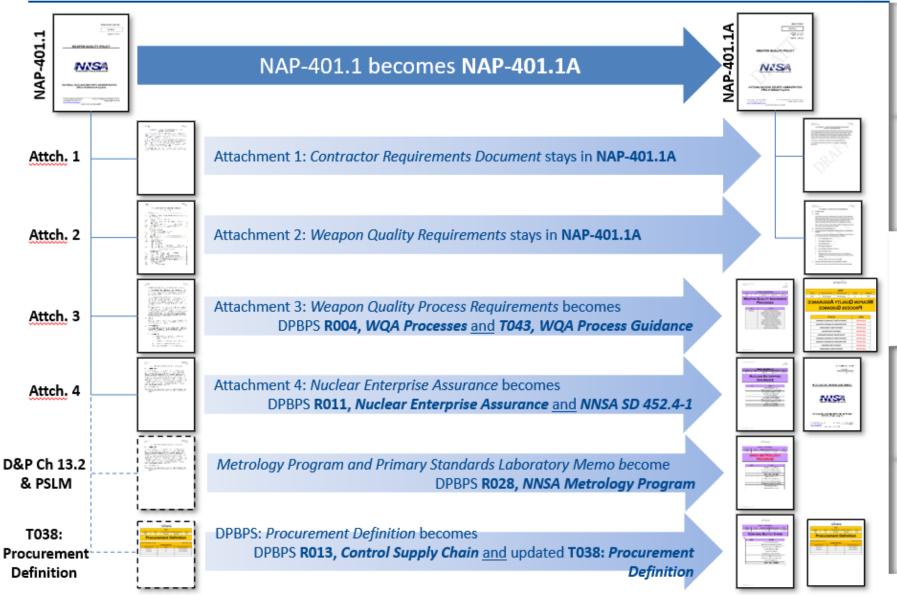
- Develop, interpret, and maintain the Weapon Quality Policy, including the Weapon Quality Management Systems (WQMSs) and early and continuous application of quality principles when realizing Mark Quality products
- Establish the minimum qualification standards for WQD and F/PO WQA personnel responsible 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-121.3





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



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



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



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



Nuclear Enterprise Assurance

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

Continuous Improvement



- 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



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



FY22 Activities



- 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



of Recovery Actions Taken

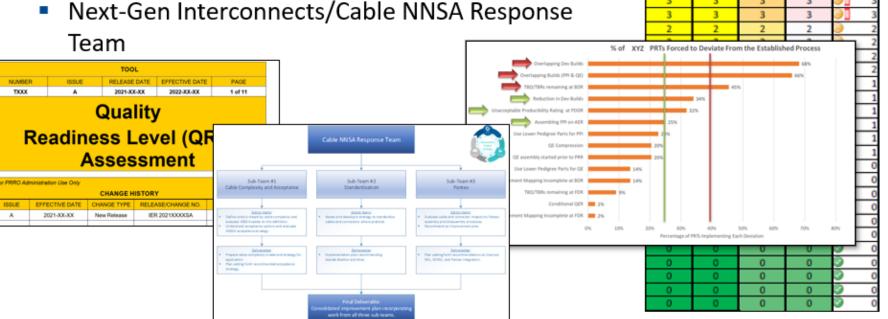
(13 potential)

7

6

- 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



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



Alicia Gallegos WQA Engineer ABQ



Heather Trumble General Engineer ABQ



Scott Lager WQA Engineer ABQ



Ron Rodger Sr. Weapon Quality Consultant NC



Jeff Davis NEA Senior Analyst FORS



Justin Bowyer Systems Engineer (NA-18) ABQ



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