



Energy Facility Contractors Group

**Department of Energy
Office of Environmental Management and
Energy Facility Contractors Group**

**2012 Quality Assurance
Improvement Project Plan**

Approved by:

Jim Hutton, DOE/EM
Acting Deputy Assistant Secretary
Safety and Security Program, EM-20



Bob Milazzo, TetraTech
EFCOG Board of Directors

Norm Barker, EnergySolutions
Chair, EFCOG ISM/QA Working Group

Mike Mason, Bechtel
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Office of Environmental Management and Energy Facility Contractors Group 2012 Quality Assurance Improvement Project Plan

Introduction:

This Project Plan is jointly developed by the Department of Energy (DOE) Office of Environmental Management (EM) and the Energy Facility Contractors Group (EFCOG), to provide execution support to the EM Quality Assurance (QA) Corporate Board. The Board serves a vital and critical role in ensuring that the EM mission is completed safely, correctly, and efficiently.

The joint EM-EFCOG approach to enhancing QA signifies the inherent commitment to partnership and collaboration that is required between the contractor community and DOE to proactively improve performance of the EM mission and projects. This mandate is more important today than it has ever been as EM has the added responsibility to diligently leverage and apply American Recovery and Reinvestment (ARRA) funds to accelerate completion of its mission and create thousands of new jobs to revitalize the economy.

The Project Plan documents a formal approach for managing the scope of the EM/EFCOG Quality Assurance Improvement Project. It builds on and leverages the success and operating experience gained from implementation of QA programs already in place at various EM Sites. The Project Plan will be updated as needed to reflect ongoing progress.

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 scope includes four (4) project focus areas for 2011. The Project Plan provides a description of the initial project focus areas and agreed upon actions and milestones. Additional project focus areas or related initiatives may be added to the scope of this Project Plan upon approval by the EM QA Corporate Board.

The key expectations for each project focus area lead are as follows: 1) provide actionable and implementable recommendations with specific path forward to the Board for its consideration, 2) provide the Board with an analysis/assessment of the degree to which impacts and implications of the proposed actions on the EM complex have been considered, and 3) provide the Board with indicators that can be exercised to determine the success of the recommendations.

Project Organization:

The overall Project Managers for the joint EFCOG-EM Quality Improvement Initiatives are:

- Mr. Bob Murray, Director, EM Office of Standards and Quality Assurance, (EM-23), and
- Mr. H. Mike Hassell, Quality Assurance Manager, Washington Closure Hanford (WCH) River Corridor Closure (RCC), representing EFCOG

The project's Executive Committee includes:

- Mr. Jim Hutton, Acting Deputy Assistant Secretary, Office of Safety and Security Program, EM-20 (EM/HQ);
- Mr. Robert Milazzo, Senior Vice President, DOE Services, Tetra Tech, representing the EFCOG Board of Directors;

- Mr. Norm Barker, Vice President, Integrated Safety Management (ISM)/QA, EnergySolutions, Chairperson, EFCOG ISM/QA Working Group; and
- Mike Mason, Deputy Corporate Director QA, Subgroup Lead, EFCOG ISM/QA Working Group.

Additional leadership may be added to the Project Executive Committee, as needed, to further facilitate and support execution of the Project Plan.

Each project area will have designated EM and/or EFCOG Leads. These individuals are expected to interface and coordinate completion of the project area milestones. A critical aspect of the interface and coordination responsibility includes reaching out to appropriate stakeholders within the EM federal and contractor community. This is to ensure that any resultant strategy and recommendation has been fully considered so the Board can make informed decisions regarding any potential programmatic implications, resource requirements, and expected corporate benefits. To this end, the designated EM and EFCOG leads should ensure representatives from each EM site are included in the completion of the focus area deliverables.

Figure 1 presents the project organization and identifies the EM and EFCOG leads for each of the Project focus areas. 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.

Key Project Personnel Roles and Responsibilities:

The Project Executive Committee is responsible to:

- Provide advice and counsel to the Project Managers as needed.
- Ensure barriers to project implementation, issues, and concerns identified by the Project Managers are effectively addressed and resolved.
- Provide quarterly progress review of agreed upon project focus area milestones.
- Provide technical expertise and feedback to the project leads, as needed, and to ensure the project's successful completion.
- Provide periodic status updates to EM senior management, EM Vice President's Forum, and the EFCOG Board of Directors.

The Project Managers are responsible to:

- Lead the overall project coordination effort consistent with the Project Plan, associated schedules, and agreed upon deliverables.
- 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 Focus Leads as needed.
- On a quarterly basis, report Project Plan 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 and deliverable commitments.
- Coordinate project focus area activities with his/her designated co-lead (contractor or federal).
- Define project focus area completion approach, strategy, and coordinate activities of project area teams.
- Ensure outreach to a broad spectrum of the EM community to identify any programmatic implications resulting from recommendations and products.
- Participate in project status meetings and teleconferences.
- On a quarterly basis, report progress to the designated EM and EFCOG Project Managers. Included in the briefing is an assessment of any programmatic impacts, resource requirements, and characterization of expected corporate benefits.

Project Execution and Performance Management:

This project will be executed consistent with EM project management processes and practices. All key decisions will be coordinated with the Project Managers and, as appropriate, with the respective Project Focus Area Leads. Project status reviews of the Project Focus Areas will be held with the Project Executive Committee on a quarterly basis during the duration of the project.

Day-to-day 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 and coordinate all proposed changes with the Project Executive Committee.

Review and Comment Process for Project Focus Areas:

The Project Focus Area Leads will follow a progressive three-tier review process for all deliverables or products. The focus of each level of review is to assess adequacy of the technical approach, soundness of the underlying assumptions, and progression of the project is on a path to successful completion consistent with the agreed upon schedule. Specifically; the reviews consist of:

- First Level of Review (2 weeks review/2 weeks comment resolution): Project Managers
- Second Level of Review (1 week review/1 week comment resolution): Executive Committee
- Third Level of Review: EM QA Corporate Board Members (voting and non-voting Full Members)

Communications:

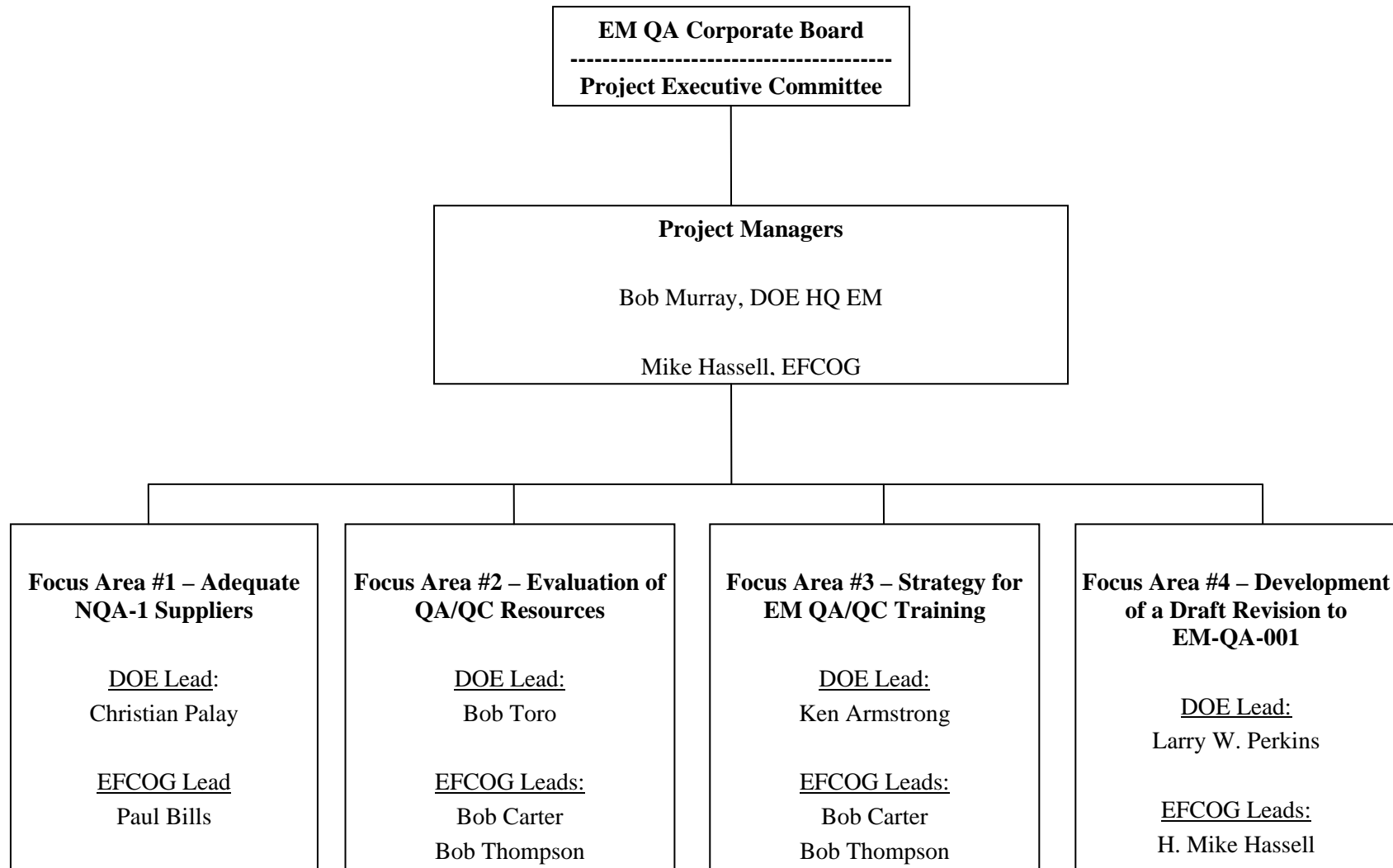
The Project Managers will conduct quarterly teleconferences to discuss status of specific project area progress with the Project Focus Area Leads. Additional conference calls or meetings will be scheduled as needed. To facilitate timely and cost-effective communication, email and video-

conferencing will be used to the extent practical. Individual Project Focus Area teams will determine the communication needs and methods best suited for their specific teams.

Project Termination:

The Quality Assurance Improvement Project Plan 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 Organization



Quality Assurance Project Focus Areas

Project Focus Area #1 –NQA-1 Suppliers

Target Completion Date: September 2011

Background:

The EM Quality Assurance (QA) Corporate Board assigned a previous Project Focus area team the tasks of increasing nuclear grade suppliers, developing a common Supplier Evaluation Program [also known as the Joint Supplier Evaluation Program (JSEP)] and developing a Supplier Alert System. The Project Focus area team completed and the EM Corporate QA Board approved these tasks in 2009. However, the EM Quality Assurance Corporate Board recognized that developing the approved JSEP is an on-going corporate effort and challenge.

In addition, the National Nuclear Security Administration (NNSA) has a similar effort through its own Business Management Advisory Council (BMAC) to develop a common Supplier base for its construction projects. This effort, called the Master Approved Supplier List (MASL), uses a different method than JSEP by creating a complex wide master approved supplier list via Memorandum of Understanding (MOU) between its Nuclear Security Enterprise contractors.

Given that EM and NNSA want to accomplish the same goals and that it would be more efficient to coordinate a single system, the EM QA Corporate Board had approved this focus area to study the feasibility of integrating with NNSA's MASL approach.

Scope:

The scope of Project Focus Area #1 will continue to concentrate on increasing the level of participation by EM prime contractor organizations as well as developing a roles and responsibility paper to be disseminated to the EM Complex. To facilitate this effort, this Focus Area will create a MOU to be signed by the EM prime contractors agreeing to adopt JSEP as well as abide by the roles and responsibility paper.

In addition, this Focus Area will work closely with the Energy Facility Contractors Group and the BMAC to study the feasibility of integrating the JSEP and MASL efforts. This Focus Area will present its study findings along with its recommendations at the September 2011 EM QA Corporate Board meeting.

Status:

In December 2010, EFCOG and National Security Enterprise (NSE) had developed the following comparative matrix between JSEP and MASL:

BMAC/EFCOG COMPARATIVE MATRIX	
DIFFERENCES	
BMAC	EFCOG
1. Audits are performed under individual site approved procedures supplemented with a BMAC process and checklists	1. All audits are performed and posted under one common procedure
2. Viewing of site Supplier Information is achieved by anyone in NNSA through a site viewing portal that does not require an additional password	2. Viewing of site Supplier information requires a log on to the JSEP database
3. Audits are performed using NQA-1, QC-1, ISO 17025, or PQR 1050/1060 requirements based on NNSA needs and opportunities for data sharing	3. Audits are performed using pre-established requirements using predetermined criterion via specific NQA-1 requirements for each commodity
4. Uses term "Approved Supplier"	4. Uses term 'Evaluated Supplier'
5. Must support the 3 mega projects	5. Will support needs of all common suppliers to include mega projects
6. Plans to house supplier information from all NNSA sites	6. Current plans to house supplier information associated with the JSEP program (EFCOG & DOE)
7. Savings is a primary consideration due to the encouragement of small, site-specific audit teams.	7. Savings – Eliminate redundant audits using joint audits of two, or more personnel (one of which is a Lead Auditor)
8. Zone audits actively encouraged	8. Audits are being performed using preferred team members near area of supplier location
9. Database protected for OUO and UCNI documents	9. Database functions with password and login protection for simplification. Database functions with OUO and UCNI encryption capability.
10. 8 NNSA site entities participating	10. 49 entities participating ?
11. Participation is required by BMAC COOs	11. Participation is expected and recommended for all DOE and/or EFCOG participating sites
12. No deficiencies with open corrective actions allowed on the Supplier list	12. Deficiencies with open corrective actions are posted with findings and recommendations
13. 200 shared suppliers identified	13. Approximately 125 Supplier identified as common. Approximately 20 have been conducted under common procedure and pre-established reqs
14. Protected ENTRUST account to access database	14. Password and nondisclosures required to access database for simplification
15. Single-site assessments encouraged	15. Team formed via DOE site usage, skill mix and supplier location as possible
16. NNSA includes an SME only when necessary and/or funded	16. EFCOG includes SMEs on assessments necessary to satisfy performance and compliance based reqs
17. Large, universally accepted commodity base – the United Nations Commodity List is in use.	17. JSEP database will house JSEP program, supplier information and commodities associated with the JSEP (DOE and its contractors)
18. Includes lead auditor certifications	18. Lead auditor certifications are not posted.

EM and NNSA representatives met with EFCOG at their February meeting in Chicago to discuss the feasibility study and to come to an agreement of the path forward. The results was the establishment of the following 3 groups that represent the bulk of the challenges that would need to addressed for the integration between JSEP and MASL to occur:

IT	Governance	Operational Issues	Deleted Items
2, 6, 9, 10, 14, 17	1, 3, 8, 10, 11, 12, 15,16, 18*	5, 7, 4, 17	13

Volunteers were assigned from EFCOG to develop action plans to address these challenges. The action plans were assigned the following due dates within EFCOG:

- Operations Issues: July 22, 2011
- IT issues: June 24, 2011
- Governance issues: September 9, 2011

DOE Lead: Christian Palay (EM-23)

EFCOG Lead: Paul Bills EFCOG (INL)

Support Team:

- Joseph Fulghum EFCOG (SRNS)
- Norm Barker EFCOG (Energy Solutions)
- Michael Mason EFCOG (Bechtel)

Focus Area #1 Project Milestones:

Task #	Estimated Due Date	Task Description	Deliverable	Deliverable To Be Submitted to Project Managers
#1 POC meeting	Complete	<ul style="list-style-type: none"> • Conduct a teleconference with the JSEP POCS to introduce them to the efforts taken thus far. • Introduce them to the focus area team. 	N/A	No
#2 List of common vendors	Complete	<ul style="list-style-type: none"> • Upload EM vendors into the JSEP database along with EFCOG Supply Chain Task Team vendors. • Introduce the list of common vendors to the POCS for them to suggest possible audit interest and dates 	List of common vendors available in the JSEP database	No
#3 Roles and Responsibility	September 2011	<ul style="list-style-type: none"> • Describe the roles and responsibility for JSEP participants and users • Suggest ways for EM site organizations to participate and adapt JSEP for their own use • Integrate to the degree possible the existing EFCOG process. 	A document that describes accomplishes the task set forth within the task description.	Yes

Task #	Estimated Due Date	Task Description	Deliverable	Deliverable To Be Submitted to Project Managers
#4 FY 2011 Pilot Schedule	Complete	<ul style="list-style-type: none"> Based on POC input, the focus area team will have a schedule of audits that will involve POC involvement 	A schedule of the audits that includes the EM POCs	Yes
#5 Pilot Assessment	Complete	<ul style="list-style-type: none"> POCs will conduct audits on joint suppliers together and provide feedback to the focus area team on better ways to integrate and conduct joint supplier evaluations. 	At least one audit report endorsed by at least 2 POCs for use to qualify the vendor at each of their site/project offices.	Yes
#6 MOU	September 2011	<ul style="list-style-type: none"> Draft a MOU between the JSEP participant organizations on the use of JSEP. 	A Memorandum of Understanding that can be propagated at the EM Field Office level to their JSEP participants	Yes
#6 Feasibility of Integration	September 2011	<ul style="list-style-type: none"> NNSA is developing a system similar to JSEP. The team has already been in contact with NNSA and will develop a report on the feasibility of integrating with the NNSA effort. 	Report evaluating the feasibility and recommendations in integrating JSEP with the NNSA effort	Yes

Project Focus Area #2 – QA/QC Evaluation of QA Resources**Target Completion Date: December 2011****Background:**

In 2007, the Office of Environmental Management, Office of Safety Management and Operations, began a series of quality assurance assist visits at its line item construction and operational projects. In addition to identifying and recommending solutions to quality affecting issues within these projects, the effort was intended to gauge the general health of QA within EM projects. Consequently, this information was a key factor in developing the EM Quality Improvement Initiative. One of the key weaknesses identified by the assist visit teams was the minimal qualified QA resources available in the field. A QA Centralized Training Platform (Academy) was developed to assist with this concern. Additional discussions have taken place and indicate the Academy may not have been as effective as initially expected in addressing the QA resource issue. As such, an additional evaluation of QA resources is warranted.

Scope:

Based on the discussions associated with QA resources for both contractor and federal offices, a survey will be developed and distributed to assist in evaluating the need. The following topical areas/questions will be considered in the resources survey:

1. Based on your site's current work scope, how many QA positions are required to successfully complete the work?
2. How many vacancies do you currently have? How long have those vacancies been unfilled? Can you fill the vacancy?
3. Consider including the supply chain as needed
4. QA demographics (age, years to retirement, number of subcontractors)
5. Specific Positions (e.g., auditor) and applicable certifications
6. Turnover rate
7. Available training and education programs
8. Specialty needs
9. Current staffing – ARRA versus base
10. Future needs/loss projections including experience /education
11. Causes of the resource problem
12. Experience (relevant) from other industries
13. What is the cost of retaining QA resources? (i.e., are you providing incentives for QA personnel such as bonuses, incentive pay, etc.)
14. Major impediments

Status:

This is a new Focus Area. Status updates will be provided at the EM Corporate QA Board meetings.

DOE Lead: Bob Toro (EM-23)

EFCOG Lead: Bob Thompson (CH2M-WG) and Bob Carter (WCH)

Support Team:

- John Almon EFCOG (CH2MHill)
- Larry Adkinson DOE-Savannah River
- Rick Warriner EFCOG (CHPRC)
- Al Hawkins DOE-Richland
- Bob Hinds EFCOG (URS)
- Norm Barker EFCOG (Energy Solutions)
- Joe Yanek EFCOG (Fluor)
- Mike Mason EFCOG (Bechtel)

Focus Area #2 Project Milestones:

Task #	Estimated Due Date	Task Description	Deliverable	Deliverable To Be Submitted to Project Managers
1	September 2011	Develop a survey for use in evaluating federal and contractor QA resources	Draft survey	Yes
2	September 2011	Develop a list of federal and contractor contacts for completing the survey	Distribution List	Yes
3	September 2011	Distribute the survey to the field elements	N/A	No
4	November 2011	Collect results of the survey	N/A	No
5	December 2011	Develop a final report on QA resource needs to be presented to the Corporate Board Members	Final Analysis Report	Yes

Project Focus Area #3 – Strategy for EM QA/QC Training**Target Completion Date: November 2011****Background:**

DOE and prime contractor expertise in QA has degraded significantly over the last 10 years due to workforce attrition and the lack of emphasis on QA principles. Since the 2007 establishment and subsequent implementation of the EM Quality Assurance Improvement Initiative, the need for trained QA specialists and personnel familiar with the role of QA in integrated safety management and project management has become critical. As EM Field Offices struggle to identify sufficient resources to properly implement the EM QA Program as promulgated in 2008, EM has a need to focus on training personnel to perform these necessary functions. Accordingly, the EM Centralized Training Platform (also known as the Academy), was established in 2008 to offer basic QA training, audit training, and coaching/mentoring. The Academy has been focused on two primary areas: (1) Specialty Training and (2) Succession Training. The specialty training exists to address cross cutting quality issues within EM such as Commercial Grade Dedication (CGD). This training effort has been much larger than anticipated and has become a significant draw upon EM-23 resources. The succession training process was divided into 4 phases:

- Phase I: Trainees complete 40-hour basic QA training,
- Phase II: Trainees participate in on-the-job training activities related to oversight under the direct supervision of qualified EM QA personnel,
- Phase III: Trainees needing advanced audit training to qualify for certification as Lead Auditors in accordance with NQA-1 requirements, and
- Phase IV: Follow-up mentoring.

A class was developed and provided to complete the Phase I effort; however, Phase II, III, and IV have not been implemented.

Scope:

The Academy was established to support the EM QA Improvement Initiative to enhance QA awareness, functionality, capabilities, and oversight in the EM-complex. In addition to providing basic QA training, the Academy was intended to satisfy the need for Subject Matter Experts (SMEs) in areas such as Software Quality Assurance (SQA) and CGD. Given the extensive use of resources to complete the CGD effort (not including succession training), there is a need to reconsider the approach of the training academy. The cost of future training may need to be covered by the requestor to alleviate the resource burden on one organization. In addition, once the specialized training is completed, the goal has been to turn the training over to a commercial training entity to execute. The scope of Focus Area #3 is to evaluate and assess the current needs and strategy for EM QA and Quality Control training and provide a report documenting a recommended path forward. The recommendation may include the use of federal and commercial resources and will ultimately be administered through the EM Consolidated Business Center.

Status:

This is a new Focus Area. Status updates will be provided at the EM Corporate QA Board meetings.

DOE Lead: Ken Armstrong (EMCBC)

EFCOG Lead: Bob Thompson (CH2M-WG) and Bob Carter (WCH)

Support Team:

Each major EM site will be provided an opportunity to participate on this team. The EFCOG and DOE team leads will contact the QA managers to identify additional members to staff the effort. EM-23 will also support the focus area with a team member.

Focus Area #3 Project Milestones:

Task #	Estimated Due Date	Task Description	Deliverable	Deliverable To Be Submitted to Project Managers
1	Complete	Planning/strategy session meeting with EMCBC	N/A	No
2	August 2011	Submit an outline of the final report to the Board for approval. Outline is assure that the needs of the Board are met by the final report.	Draft Final Report Outline	Yes
3	September 2011	Determine the training needs (specialized and basic) for a trained QA specialists and personnel required to be familiar with the role of QA.	Needs Analysis	No
4	September 2011	Perform reviews of existing commercial training programs and summarize results	Summary of reviews	No
5	October 2011	Develop strategies for implementing the training program within EM	Strategy approach	Yes
6	November 2011	Develop a final report on the recommended path forward/strategy for implementing the training program within EM.	Final Report	Yes
7	November 2011	Present the final report to the Corporate Board Members for endorsement.	N/A	No
8	November 2011	Develop an MOU between EM-23 and the EMCBC with respect to the training efforts	Signed MOU	No
9	TBD based on Approved Path Forward	Perform a follow-up resource survey/assessment from Focus Area #2 to evaluate implementation.	Final Analysis Report	Yes

Project Focus Area #4 – Development of a Revision to EM-QA-001**Target Completion Date: December 2011****Background:**

On October 20, 2008, EM established its quality program through the implementation of the EM Corporate Quality Assurance Program (EM-QA-001). This QAP provides the basis to achieve quality across the EM complex for all mission-related work while providing a consistent approach to quality. This QAP promotes a graded approach which enables EM elements to tailor their QA program to ensure QA requirements and expectations are met effectively and efficiently. The QAP was developed to meet the requirements of DOE O 414. 1C, *Quality Assurance*, and 10 CFR 830 Subpart A *Quality Assurance Requirements*. The QAP provides EM expectations for implementing quality assurance (QA) across the EM complex and demonstrates how QA and the Integrated Safety Management System (ISMS) are fully integrated in EM.

The requirements contained within EM-QA-001 apply to EM Headquarters (HQ), EM Field Project and EM contractors as applicable to the work being performed by each entity. Each organization has an organizational-specific Quality Assurance Implementation Plan (QIP) describing how the applicable requirements of this QAP are implemented and/or passed down to lower-tier organizations. EM-QA-001 adopted American Society of Mechanical Engineers (ASME) NQA-1-2004, Quality Assurance Requirements for Nuclear Facility Applications, and addenda through 2007.

Scope:

In April 2011, DOE issued DOE O 414.1D as a replacement to DOE O 414.1C. EM has issued the guidance that until EM-QA-001 is updated to reflect DOE O 414.1D, EM Headquarters (HQ) and field offices do not need to make any immediate changes to their quality programs. However, once any substantive changes have been identified and updated within the Corporate Quality Assurance Program, implementation of these changes to EM HQ and the field office quality programs should take place as soon as reasonably possible. Key changes in DOE O 414.1D were summarized by the Office of Quality Assurance within the Office of Health, Safety, and Security and provided for consideration in the development of a revision to EM-QA-001. This summary is available and will be used as a basis for development of a set of recommended changes to EM-QA-001 to reflect DOE O 414.1D.

Status:

This is a new Focus Area. Status updates will be provided at the EM Corporate QA Board meetings.

DOE Lead: Larry W. Perkins (EM-23)**EFCOG Lead: H. Mike Hassell (WCH)****Support Team:**

Federal QA managers and EFCOG members from across the EM complex. The team leads will identify the appropriate team members as the focus area progresses.

Focus Area #4 Project Milestones:

Task #	Estimated Due Date	Task Description	Deliverable	Deliverable To Be Submitted to Project Managers
1	October 2011	Develop a set of recommended changes for EM-QA-001 based on DOE Order 414.1D	Suggested redline changes for consideration	Yes
2	December 2011	Distribute the revised EM-QA-001 document to the site offices for implementation	Memo from EM Senior Management	No