ENCLOSURE 3

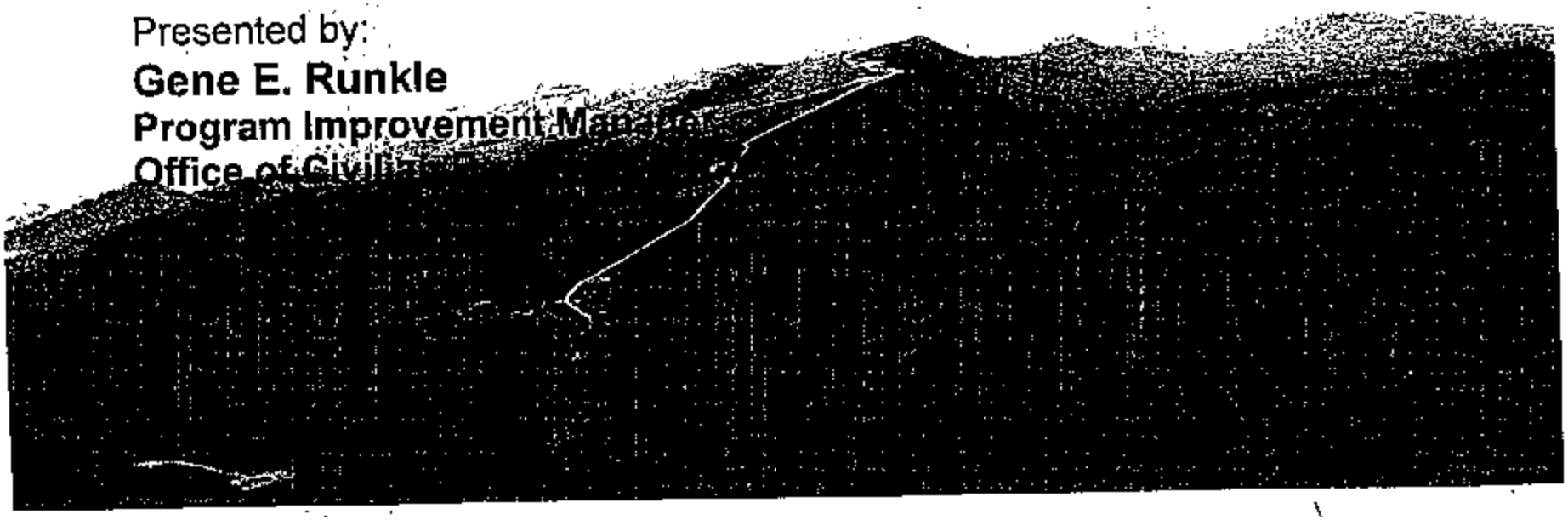
U.S. Department of Energy
Office of Civilian Radioactive Waste Management

YUCCA MOUNTAIN PROJECT

Management Improvement Initiatives

Presented to:
DOE/NRC Quarterly Management Meeting

Presented by:
Gene E. Runkle
Program Improvement Manager
Office of Civilian



Overall Objectives

- Address weaknesses and problems such that NRC will have confidence in the processes and products that DOE uses to develop and submit a license application
- Five Key Areas for Improvement
  - Project Roles, Responsibilities, Authority, and Accountability (R2A2)
  - Quality Assurance Programs and Processes
  - Project Procedures
  - Corrective Action Program
  - Safety-Conscious Work Environment (SCWE)

Key Areas for Improvement

- Project Roles Responsibilities, Authority, and Accountability (R2A2)
  - Current: Organization, processes, procedures, and skills support site suitability rather than licensing; R2A2 confusion
  - Desired: Align to support licensing; understand and accept responsibilities and accountability for results
- Quality Assurance Programs and Processes
  - Current: Quality processes need improvement; quality "inspected in;" requirements documentation confusing and difficult
  - Desired: Define and clarify roles and responsibilities; review and revise requirements; user-friendly procedures

Key Areas for Improvement

(Continued)

- **Project Procedures**
  - Current: Overly prescriptive and inefficient; unnecessary and repetitive administrative requirements; focus on paper rather than results
  - Desired: Effective and efficient DOE and BSC procedures, commensurate with complexity, safety, and quality
- **Corrective Action Program**
  - Current: Multiple management systems; various reporting systems; burdensome processes; self assessments not used consistently; root cause analyses not embraced consistently
  - Desired: Single, Project-wide system with ready access to information, evaluation, and prioritization; user-friendly; allows trend reporting

Key Areas for Improvement

(Continued)

- Safety Conscious Work Environment (SCWE)
  - Current: Lack of SCWE understanding, common values, and timely actions; senior management tracking progress on weekly basis
  - Desired: SCWE embraced; work environment encourages input without fear of harassment, intimidation, retaliation, or discrimination (HIRD); prompt and meaningful response to concerns; BSC Concerns Program fully functional; managers aware of responsibilities and held accountable

Management Improvement Initiatives

- Appendix A contains crosswalk of 15 source documents to sections of MII
- Appendix B provides corrective action summaries for CARs BSC-01-C-001 and -002 pertaining to modeling and software

How Are We Going to Manage?

- Action plan developed for each of the key areas for improvement
- Establish vision, policies, and procedures yielding continuous improvement
- Establish rigor, discipline, safety-consciousness, formality, and accountability
- Create team of competent change agents dedicated to continuous improvement
- Assure success by measuring performance and providing resources to implement improvements

How Are We Going to Manage?

(Continued)

- **Effectiveness Review and Closure Process**
  - Responsible manager reviews and approves each action
  - OCRWM Office of Quality Assurance reviews and agrees action is complete
  - Outside experts review overall effectiveness
- **Effectiveness Indicators**
  - Establish goals to manage and hold accountable
  - Goals establish desired end state
  - Interim goals measure progress toward end-state goals

Conclusions

- Senior management has reviewed and taken stock of changes needed to improve management systems and prevent further recurrence of concerns
- Revised *Management Improvement Initiatives* sets forth plans for effective implementation of changes
- Key elements of revised approach include:
  - Recognition that managers' behaviors and accountability need to change
  - Identification of 5 key areas where improvements are needed
  - Personal commitment of Dr. Chu, OCRWM Director, to make resources available, review progress, and report to NRC
    - Continue progress updates at future Quarterly Management Meetings