

ENCLOSURE 3



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



Management Improvement Initiatives

Presented to:

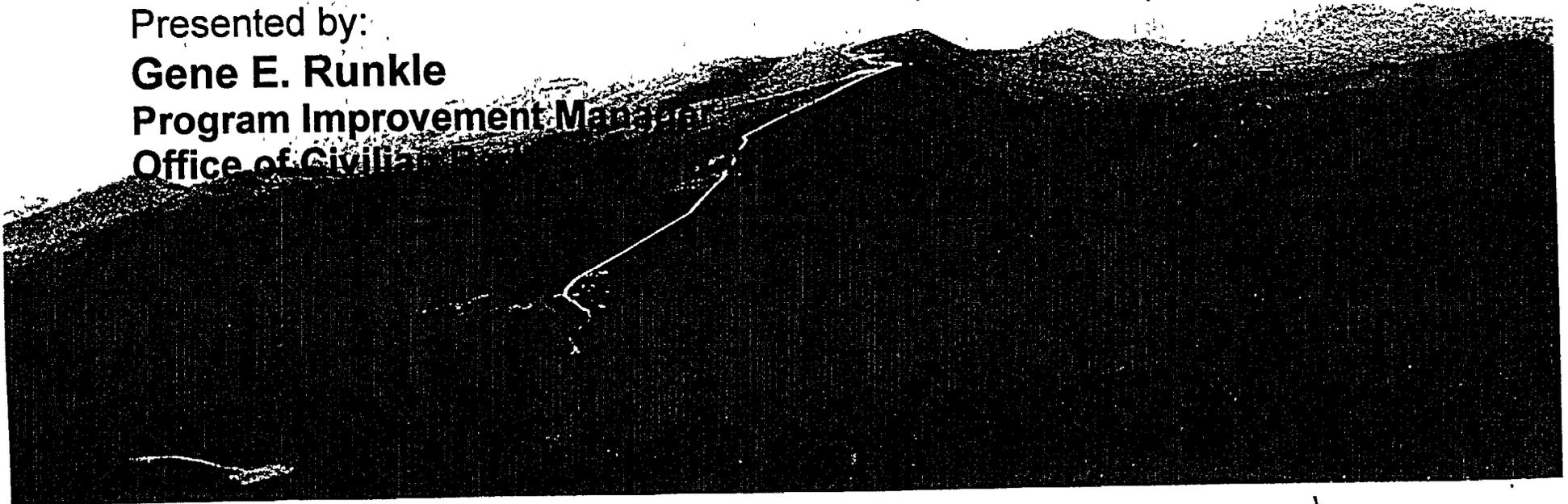
DOE/NRC Quarterly Management Meeting

Presented by:

Gene E. Runkle

Program Improvement Manager

Office of Civilian Radioactive Waste Management



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**



YUCCA MOUNTAIN PROJECT

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



YUCCA MOUNTAIN PROJECT

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

