

To: Ken Hooks



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MEMORANDUM

TO: Distribution

FROM: Susan W. Zimmerman *SWZ*
NWPO QA Manager

DATE: July 9, 1991

SUBJECT: State Observations on the DOE QA Audit of Lawrence
Livermore National Laboratory, June, 1991

On June 3-7, 1991, I attended, as the State of Nevada observer, the Department of Energy's Quality Assurance audit of Lawrence Livermore National Laboratory. This memorandum is to relate the State's observations of this audit.

The Audit Process

The auditors on this audit were well qualified. The major problem with the audit process on this audit was the fact that the person who was to be the lead technical specialist, who defined the scope of the technical audit, left SAIC the month before the audit. The person who ended up being the lead technical specialist was not as familiar with the work to be audited as the original lead would have been, but he did a credible job for having been brought in on the audit at the last minute.

There was much waiting around for the necessary LLNL personnel to be found to meet with the auditors, primarily on the technical side of the audit. The Audit Team Leader could have done more to try to get things organized.

The LLNL QA Program

For a program that had made such progress and improvement since 1988, I was very disappointed in the outcome of this audit. The fortunate thing is that it appears that the majority of the staff is doing a good job in following the program. The unfortunate part

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is that the QA organization and management did not appear to be doing as good a job. The QA Manager had been in that position since November, 1990 and had been working as a consultant prior to that date. However, it did not appear that he was as knowledgeable of his QA program as one would have expected. Also, the QA Manager was difficult to locate when needed; was defensive in his replies to audit questions; and missed or was late to some of the morning management briefings. The primary contact for the audit was the assistant project leader, Jim Blink, instead of the QA Manager. It was also apparent that Mr. Blink needs a better understanding of QA principles. Statements such as "Training is not a quality-affecting activity" and "Activities are considered scoping until you apply the full 18 or 20 criteria to them" do not give one a good feeling.

As was previously stated, fortunately, the majority of the LLNL staff are doing a good job technically and QA-wise. The program has not crashed but more attention needs to be paid to it before it does.

Distribution

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