

**Department of Energy**  
Office of Civilian Radioactive Waste Management  
Yucca Mountain Site Characterization Office  
P.O. Box 98608  
Las Vegas, NV 89193-8608

MAR 02 1995

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Technical Project Officer  
for Yucca Mountain  
Site Characterization Project  
TRW Environmental Safety Systems, Inc.  
Bank of America Center, Suite P-110  
101 Convention Center Drive  
Las Vegas, NV 89109

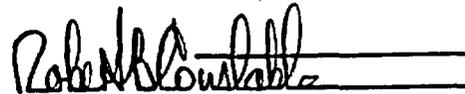
ISSUANCE OF SURVEILLANCE RECORD YMP-SR-95-018 RESULTING FROM  
YUCCA MOUNTAIN QUALITY ASSURANCE DIVISION'S (YMQAD) SURVEILLANCE  
OF THE CIVILIAN RADIOACTIVE WASTE MANAGEMENT SYSTEM MANAGEMENT  
AND OPERATING CONTRACTOR (CRWMS M&O) (SCPB: N/A)

Enclosed is the record of Surveillance YMP-SR-95-018 conducted  
by the YMQAD at the CRWMS M&O facilities in Las Vegas, Nevada,  
on February 6-16, 1995.

The purpose of the surveillance was to review the training  
assignment process. No Corrective Action Requests were issued  
as a result of this surveillance.

This surveillance is considered completed and closed as of the  
date of this letter. A response to this surveillance record  
and any documented recommendations is not required.

If you have any questions, please contact either Robert B.  
Constable at 794-7945 or Kenneth T. McFall at 794-7280.

  
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Richard E. Spence, Director  
Yucca Mountain Quality Assurance Division

YMQAD:RBC-2304

Enclosure:  
Surveillance Record  
YMP-SR-95-018

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YMP-5

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MAR 02 1995

cc w/encl:

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OFFICE OF  
RADIOACTIVE WASTE MANAGEMENT  
U.S. DEPARTMENT OF ENERGY  
WASHINGTON, D.C.

QUALITY ASSURANCE SURVEILLANCE RECORD

SURVEILLANCE DATA

<sup>1</sup>ORGANIZATION/LOCATION:  
Civilian Radioactive waste  
Management System  
Management and Operating  
(CRWMS M&O) contractor, Las  
Vegas, NV

<sup>2</sup>SUBJECT:  
Training Notification Process

<sup>3</sup>DATE: 2/3/95

<sup>4</sup>SURVEILLANCE OBJECTIVE: Determine the reason for delays in receipt of training assignments.

<sup>5</sup>SURVEILLANCE SCOPE:  
Review the training assignment process.

<sup>6</sup>SURVEILLANCE TEAM:  
Team Leader:  
Kenneth T. McFall  
Additional Team Members:  
Donald J. Harris

<sup>7</sup>PREPARED BY:

Kenneth T. McFall  
Surveillance Team Leader

2/6/95  
Date

<sup>8</sup>CONCURRENCE:

N/A  
QA Division Director

Date

SURVEILLANCE RESULTS

<sup>9</sup>BASIS OF EVALUATION/DESCRIPTION OF OBSERVATIONS:  
See pages 2 and 3

<sup>10</sup>SURVEILLANCE CONCLUSIONS:  
See pages 3, 4 and 5

<sup>11</sup>COMPLETED BY:

Kenneth T. McFall  
Surveillance Team Leader

2-27-95  
Date

<sup>12</sup>APPROVED BY:

Robert B. [Signature]  
QA Division Director

2-28-95  
Date

ENCLOSURE

**BLOCK-9 (CONTINUED) BASIS OF EVALUATION/DESCRIPTION OF  
OBSERVATIONS:**

During the time from February 6-16, 1995, a surveillance was conducted of the Training Department and the Plans and Procedures Department (PPD) concerning the training notification process. A potential problem had been identified relative to the recurring reception and completion by Project personnel of training assignments on or after the effective date of the assignment. Four training assignments, which were received by Project personnel after the effective dates, were tracked through the system with the intent being to identify the reason for the delays. Initial interviews with the responsible Training personnel were followed by interviews with the appropriate PPD individuals, and the review of objective evidence to support the conclusions herein.

The Training Records Supervisor for the CRWMS M&O was interviewed and objective evidence reviewed concerning the receipt, processing, and issuance of self study training assignments. It was noted that the average Training in-house time from receipt to issuance of documents requiring training was 4.79 days. Several factors must be considered when noting this time frame. Among the factors is the size of the population that is to receive the assignment, whether there were weekends and/or holidays included in the in-house time, the number of days prior to the effective date an assignment was received, and what the type of assignment was (i.e., quality-affecting or not). Additionally, the speed at which Training can process assignments is impacted by the number of second and third notices which must be sent to Project personnel who are tardy in returning their training assignments, as well as the reorganization of the CRWMS M&O and establishing who supervises whom. Availability of trained personnel to perform the processing must also be considered.

Reorganization and transition have impacted the training data base which has caused delays in issuing training assignments due to Training not being apprised of personnel work assignment changes in a timely manner and knowing the reporting relationship between supervisors and employees and the employee's locations. Additionally, Training sends training notifications to approximately five levels of management (managers, supervisors, leads, etc.).

It was noted that approximately 28 percent (22 of 78) of the training assignments were received from PPD by the Training Department after, on, or within three days of the effective dates of the assignments. This number corresponds closely with the percentage of training assignments received by Project personnel on or after the assignments effective dates.

**BLOCK 9 (CONTINUED):**

CRWMS M&O PPD personnel were contacted to determine the reason why such a high percentage of assignments were received late by Training. It was noted that PPD cannot send out an assignment until after the appropriate Project Assistant Manager (AM) has signified approval with their dated signature. The normal processing time by PPD after receipt from the AM is one or two days. However, during the timeframe in question (mid-December 1994 to late January 1995) at least two training assignments stayed at PPD from December 23, 1994 to January 3, 1995. This was caused by the training of new personnel, holidays, and vacations during the holiday season.

**BLOCK 10 SURVEILLANCE CONCLUSIONS:**

It appears that the cause of Project personnel receiving training assignments late cannot be pinned down to a single cause or event but is in actuality a compilation of small delays and oversights.

- PPD cannot process an assignment until it is received from the AM
- Training cannot process an assignment until it is received from PPD
- Training must send an assignment to various Project personnel supervisors and managers for distribution through their systems
- The various supervisors cannot disseminate an assignment until they receive it through the Project or CRWMS M&O mail departments
- Project personnel who are assigned to read a specific training assignment are not always conscientious in performing their assignments in a timely manner

All the above can and frequently do contribute to an individual receiving and reading a training assignment and signing off on it on or after the assignment's effective date. Additionally, delays are caused by the increased staffing level, differing distribution methodologies for different affected organizations, affected organizations determination of the type of training required, and the mail distribution system. There were no Corrective Action Requests issued as a result of this surveillance; however, a number of perceived weaknesses were identified that are addressed in the recommendations presented below for the consideration of the appropriate organizational managements.

**BLOCK-10 (CONTINUED):**

**Recommendations:**

The following recommendations resulting from the surveillance are offered for the consideration of the management of the affected organizations:

1. Recommend that the CRWMS M&O, the affected organizations, the Subject Matter Expert or author, and YMSCO work together to establish realistic effective dates for documents requiring training.
2. Recommend that CRWMS M&O provide access to more trained individuals and/or authorize overtime for processing training assignments during high volume periods and to fill in during vacations and illnesses.
3. Recommend that a mutually accessible database be set up so that both Training and PPD are informed of the status of each others departments when it comes to upcoming training assignments with change ability restricted to each entities area of responsibility.
4. Recommend that that Yucca Mountain Site Characterization Office (YMSCO) require organizations to notify the YMSCO training of all re-organizations, transitions, transfers, and terminations of personnel.
5. Recommend that training limit the distribution of the notification of required training to the managerial level (with the listing of personnel and the affected document).
6. Recommend that Training be consistent in the method of distribution to the differing affected organizations.
7. Recommend that training be initiated on approval of a particular document and not wait until PPD and Document Control distribute it.

**Personnel contacted during the surveillance:**

Mary Ann Nusbaum, CRWMS M&O, Administrative Data  
Coordinator  
Russ Riding, CRWMS M&O, Training Records Supervisor  
Elaine Spangler, CRWMS M&O, Records Lead  
Brian Tate, CRWMS M&O, Administrative Data Coordinator  
Cherry Taylor, CRWMS M&O, Technical Review Specialist

**Training assignments for the following procedures:**

Yucca Mountain Line Procedure YLP-4.1Q-YMSCO, Revision 0,  
"Procurement Actions," Effective date 02-01-95

**BLOCK 10 (CONTINUED):**

Yucca Mountain Administrative Procedure (YAP)-5.6Q,  
Revision 0, Interim Change Notice No. 4, "Field Work  
Activation," Effective date 01-20-95

YAP-6.2Q, Revision 0, "Distribution, Maintenance, and Use  
of Controlled and Managed Documents," Effective date  
01-23-95

Quality Assurance Procedure QAP 1.1, Revision 2,  
"Organization," Effective date 01-20-95