



## Department of Energy

Washington, DC 20585

MAR 22 2010

### MEMORANDUM FOR DISTRIBUTION

FROM:

DR. STEVEN L. KRAHN *SK* FOR:  
DEPUTY ASSISTANT SECRETARY FOR  
SAFETY AND SECURITY PROGRAM  
ENVIRONMENTAL MANAGEMENT

SUBJECT:

Updated Fiscal Year 2010 Environmental Management  
Quality Assurance Assessment Schedule

Attached for planning and coordination purposes is the updated Quality Assurance (QA) assessment schedule for the remainder of fiscal year (FY) 2010. The schedule is organized per the various types of QA assessments that will be led by the Office of Standards and Quality Assurance (EM-23) or the Field elements. Please provide your feedback on the suggested self-assessment dates by Monday, April 12, 2010 (item 2, below).

The scope and timing of planned assessments are designed to be relevant, timely, and add value to enhance QA performance of specific projects. EM-23 has developed the attached oversight prioritization methodology plan that takes into account the programmatic QA issues deemed to be critical to the effective execution of the Environmental Management (EM) mission, known and emerging crosscutting QA issues, and senior EM leadership's corporate priorities. The schedule also reflects the nature and reality of corporate assessments, i.e., those that are "fixed" in response to pre-existing commitments and those that are "fluid" due to evolving nature of emerging issues and priorities.

Briefly, in FY 2010, there are five broad categories of QA assessments that we will focus on:

1. QA portion of the Construction Project Reviews (CPRs) and Operational Readiness Reviews (ORR)

A schedule for upcoming CPRs has already been developed by EM-10. To streamline the review process and minimize/avoid any duplicative QA reviews at the major construction projects, EM-23 will lead and coordinate the QA portion of the CPRs, including participation in ORRs. Those dates are presented in the attached schedule.

2. Effectiveness of Quality Assurance Program (QAP) Implementation

The Phase II Verification & Validation (V&V) review of QAP plans and Quality Assurance Implementation Plans (QIP) will be led by the Field



elements as part of a self-assessment process. To ensure technical consistency, my office developed and distributed to each of you in

February 2010 the "EM Review Protocol/Field Self-Assessment of Site Specific QAP/QIPs". The EM-23 staff members will support and participate in the self-assessments and provide any needed clarifications on expectations or requirements. A suggested schedule for the self-assessments is provided to ensure completion of all self-assessment over the next 6 months. Please provide your feedback on the suggested self-assessment dates by Monday, April 12, 2010. The self-assessments are not scheduled at the same time that CPRs are taking place.

3. Assist Visits/Verification of Corrective Action Implementation

These activities are performed upon request and in coordination with Field QA management. The main objective is to assist the Field with subject matter expertise related to specific areas of concern as well as follow-up on implementation status of corrective action plan commitments.

4. High-Level Waste (HLW)/Used Nuclear Fuel (UNF) Activities and other Specialized Topics

The recent programmatic events associated with the civilian radioactive waste management program necessitate a more robust corporate QA awareness of HLW/UNF program activities and site interfaces. As such, the scope, schedule, and context of HLW/UNF QA assessments and assist visits will be coordinated with individual QA managers at affected EM sites.

5. Review of Vendors and Subcontractors/Special Focus Areas

The review of vendors, especially as related to Commercial Grade Dedication (CGD) and Suspect/Counterfeit Items (S/CI), is a major priority for FY2010. These set of reviews can be performed either concurrent with the scheduled self-assessments or as stand alone reviews. This is an area that leveraging our collective resources will present a significant opportunity to expand first-hand the complex-wide corporate review of vendors and subcontractors. These reviews are not shown and will be addressed on a case-by-case basis.

If you have any questions, please contact me at (202) 586-5151 or Robert Murray at (202) 586-7267.

Attachments

cc: I. Triay, EM-1  
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J. Zimmerman, PPPO  
R. McCallister, PPPO  
J. Eschenberg, OR  
G. Riner, OR  
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## DISTRIBUTION

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**Corporate Framework and Methodology for Planning, Prioritizing,  
and Scheduling Quality Assurance (QA) Assessments by the Office  
of Environmental Management (EM)**


*Application of QA to Promote the Effective Execution of the EM Mission*



**March 2010**

**Office of Standards and Quality Assurance, EM-23  
Office of Safety & Security Program, EM-20  
Office of Environmental Management**

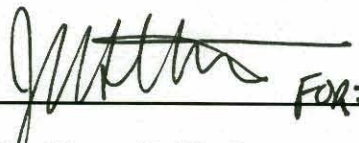
**Corporate Framework and Methodology for Planning, Prioritizing,  
and Scheduling EM-HQ  
Quality Assurance (QA) Assessments**

Prepared by:  Date: 3/11/10

**Robert Toro**  
Office of Standards and Quality Assurance, EM-23

Approved by:  Date: 3/11/10

**Robert D. Murray**  
Acting Director  
Office of Standards and Quality Assurance, EM-23

Approved by:  FOR: \_\_\_\_\_ Date: 3/22/10

**Dr. Steven L. Krahn**  
Deputy Assistant Secretary  
Office of Safety and Security Program, EM-20

## 1.0 Overview

In carrying out its diverse and challenging mission, the Office of Environmental Management (EM) continues to have as its top priority to "*do work safely and correctly.*" This mandate is as critical and relevant as ever, especially in light of the added responsibility for EM to diligently leverage and apply American Recovery and Reinvestment Act (ARRA) funds to accelerate the completion of its mission and to create thousands of new jobs to revitalize the economy.

Included in the vast EM work scope are major capital and construction projects involving the design, construction, and operation of complex and often one-of-a-kind nuclear facilities. It is estimated that EM will invest several billion dollars to successfully complete these projects.

The Office of Standards and Quality Assurance, EM-23, is responsible for ensuring that the necessary quality requirements and standards are properly identified and adequately implemented for all line-item EM capital projects and major operating projects and facilities in a timely and technically defensible manner.

This document presents the framework and methodology that EM-23 will use to plan, prioritize, and schedule EM Headquarters (HQ) corporate Quality Assurance (QA) assessments of EM organizations, projects, and activities. Assessment is defined broadly, encompassing EM-23 activities related to QA audits, assist visits, and reviews and analysis.

The framework is designed to ensure a consistent process to methodically identify high-priority EM projects and activities that warrant allocation of corporate QA resources. Furthermore, the framework is intended to clearly define the overall scope and objectives of each planned QA assessment to ensure that the expected outcomes provide value-added results to improve project performance.

The scope of the QA assessment planning, prioritization, and scheduling process is limited to audits, corporate assist visits, or reviews initiated and led by EM-23. Decisions regarding priority, schedule, and resource commitments to provide matrixed corporate QA support as part of multidisciplinary review teams led by other EM-HQ organizations (e.g., construction project reviews) will be addressed on a case-by-case basis by the EM-23 Director and the Deputy Assistant Secretary for Safety and Security Program, EM-20.

## 2.0 Current Situational Analysis

QA operating experience and lessons learned over the last couple of years paints a mixed picture of the degree to which QA is an integral part of work planning, work control, and work execution. The lessons learned have been extracted from complex-wide QA audits and assist visits conducted by EM-23.

The specifics, depth, and extent of QA challenges and opportunities vary from site to site. However, there are a few generic QA issues that are prevalent at multiple sites. These issues are addressed later in this document.

In addition to dealing with the historical and legacy QA issues, EM sites and projects have experienced significant growth and expansion in work scope and workforce, placing additional stress on the already limited QA expertise and capacity available at the project and field level. The available QA capacity impacts the degree to which adequate real-time QA monitoring of work planning and execution can reasonably be performed.

In building their site-specific QA infrastructures and solid programmatic bases, all EM sites have, to date, developed and submitted for EM-23 review a graded Quality Assurance Program (QAP) or Quality Assurance Implementation Plan (QIP). The submitted QAPs or QIPs were developed in response to the requirements and expectations of EM-QA-001, *EM Corporate Quality Assurance Program (QAP)*, dated October 2008. The QAPs or QIPs describe the overarching processes and implementation mechanisms to ensure that QA is integrated in every aspect of site-specific mission and project activities.

EM-23's review and assessment of the QAPs or QIPs indicate that for the most part, the format, content, and intent of these plans are consistent with the overall expectations of EM Corporate Quality Assurance Program. The implementation effectiveness of site-specific QAPs or QIPs will be verified and validated as part of the planned onsite visits in fiscal year (FY) 2010.

The QA assessments that were recently conducted as a part of EM's multidisciplinary Construction Project Reviews (CPRs) support the overall observations and issues that have been previously noted as part of EM-23 QA assessments. The CPRs were initiated by EM senior management in response to continued engineering issues, cost escalations, and schedule delays experienced by major construction projects.

Overall, the significant generic QA issues and deficiencies observed to date fall into the following general categories:

- Comprehensiveness and maturity of the QAP;
- Proactive, early integration of QA in design, engineering, construction, and operations;
- Commercial-grade dedication (CGD) program, processes, and practices;
- Procurement requirements flowdown, and performance monitoring of vendors and subcontractors;
- Adequacy of QA resources in terms of quantity, capacity, and capability;
- Configuration management;
- Code of Record; and
- Software Quality Assurance.

To address the aforementioned issues, there have been numerous initiatives and corporate assist visits led by EM-23 in collaboration with the Office of Chief of Nuclear Safety (CNS), Office of the Under Secretary, the Energy Facilities Contractors' Group (EFCOG), and the QA Corporate Board. These initiatives have focused on strengthening and enhancing site-specific QA capabilities. The specific activities include QA mentoring and consultation visits, development and delivery of a series of QA training courses based on NQA-1, *Quality Assurance Requirements for Nuclear Facility Applications*, and outreach initiatives to the nuclear supplier community.



### 3.0 Methodology

The methodology for planning, prioritizing, and scheduling QA assessments is based on an integrated operational awareness process that provides a high degree of confidence that allocation of limited EM-HQ QA resources have been applied effectively to focus on the most pressing EM projects and issues.

The methodology consists of the following steps:

1. Develop an initial priority-based list of EM sites, projects, and organizations (i.e., the assessment population) that best represent senior management's expectations of the EM-23 mission scope. Given the enormity of the EM complex, the agreed upon population set will be developed and generated based on EM senior management input, feedback, and guidance.

To maintain operational flexibilities, the priority list is expected to vary from year to year in response to senior management priorities, programmatic directions, and emerging issues. For FY 2010, the senior management priorities for the assessment population include major construction projects and ARRA-related activities.

For those activities and projects that are not part of the annual priority population list, EM-23 will coordinate with site QA managers to ensure that there is appropriate Federal QA oversight and monitoring of these projects and activities by local EM QA personnel.

The initial priority list reflecting EM-23's mission scope will be developed for each EM organization/activity, including:

- a. Operations Offices;
- b. Prime contractors;
- c. Subcontractors and vendors;
- d. Construction projects;
- e. ARRA-funded activities;
- f. Operating projects;
- g. Decontamination, decommissioning, and cleanup activities;
- h. High-hazard nuclear facilities and processes (Hazard Category 2 and 3 nuclear facilities);  
and
- i. High-level waste (HLW) and used nuclear fuel (UNF)-related activities;

2. Identify QA operating experience and known QA-related project management issues associated with the priority population. This is to provide EM-23 and senior EM management with a technical analysis of specific QA issues and trends that each project faces. The resulting insights and operational awareness, as described later in this document, will be used to define the audit scope.

The primary information sources include:

- a. Past EM-23 QA assessments, CPRs, and other relevant EM-HQ assessments (including project management (cost and schedule), and Integrated Safety Management System (ISMS) and work planning reviews);
  - b. Results of the EM-23 staff review of QAPs and QIPs;
  - c. That obtained from the responses to QA resource surveys, Vendor Supplier Initiatives (VSIs), and annual ISMS/QA Declarations;
  - d. Available critical decision (CD)-related issues and milestone commitments, including lifecycle modes involving startup testing, commissioning, and operational issues;
  - e. QA corrective action plan commitments;
  - f. Insights and observations provided by the EM-23 site leads and onsite staff;
  - g. Relevant QA performance metrics reported by EM sites and as part of ARRA reporting requirements;
  - h. EM Acquisition Advisory Board (EMAAB) and Energy Systems Acquisition Advisory Board (ESAAB) project-specific briefings;
  - i. Project status reports to the Deputy Secretary;
  - j. Discussions and consultations with field QA managers and Federal Project Directors (FPDs); and
  - k. Review of QA-related incidents and events reported through the Occurrence Reporting and Processing System (ORPS), Computerized Accident/Incident Reporting System (CAIRS), or other HQ reporting mechanisms.
3. Develop a relative ranking and project-specific assessment scope. The analysis of operating experience and operational awareness will be used as follows:
    - a. Develop a qualitative ranking of the priority population list relative to the urgency of open QA issues and unknowns that warrant a new assessment, a follow-up assessment, or corporate assist visit to fulfill the EM-23 mission. The qualitative ranking will be led by the EM-23 Director and staff.

Factored in the relative ranking will be the timing and results of the last QA assessment at each project, including QA assessments led independently by EM-23 or as part of EM-23 QA support to multidisciplinary reviews such as CPRs, operational readiness reviews (ORRs), or ISMS reviews.

- b. For planning purposes, the list will be binned in priority order: High, Medium, or Low.
  - c. Define the overall assessment scope, objectives, and expected outcomes (value-added) for the projects ranked as High and Medium priority categories. [*Note: The underlying QA requirements, criteria, and expectations are based on the EM Corporate QAP, EM-QA-001, dated October 2008. The lines of inquiry (LOIs) will be developed as part of each assessment and shared with the respective EM Site QA managers prior to a scheduled site visit. The audit process, documentation of QA findings and observations, and communication of results will be performed consistent with EM Standard Operating Policies and Procedures (SOPP) 43, Quality Assurance Oversight.*]
  - d. Identify the needed technical skills mix and expertise required to effectively execute the assessment or corporate assist visit.
  - e. Attachment 1 provides the template that will be used to document and present the results.
4. Develop estimated resource requirements to execute High- and Medium-ranked priority assessments. The purpose of this step is to develop reasonable cost and resource estimate requirements for EM-23 to effectively conduct assessments of all High- and Medium-ranked priority projects.

The programmatic input and resource guidance provided by EM-20 will establish the benchmark and realistic boundary of available resources to execute the EM-23 mission. The resource guidance, coupled with assessment-specific parameters (including needed skills mix and expertise), will be used to define the number of self-initiated assessments that can be performed by EM-23. The EM-23 Director, based on resource guidance provided at the beginning of each FY, will make the determination regarding the number and size of QA assessment teams that will need to be deployed to meet programmatic priorities.

To gain further corporate efficiencies, EM-23 will explore all possible venues to use site visits by other EM-HQ organizations or CNS to provide QA audit coverage in as many EM projects as possible. Senior management direction and support will ultimately determine the total number of QA assessments that EM-23 will undertake.

5. Develop a preliminary audit schedule. The initial schedule will be developed by EM-23 based on preliminary discussions and coordination with EM Site QA managers and

FPDs. The initial schedule, to the extent practical, will take into account site input and suggested dates.

The preliminary schedule will reflect the following:

- a. Available assessment teams and qualified Federal and contractor QA resources;
- b. Specific dates and onsite durations;
- c. Team composition and skills mix reflecting the needs of each audit scope and objectives
- d. The lifecycle and upcoming CD milestones associated with specific projects and organizations (including contractors, subcontractors, and vendors), facilities, and activities
- e. Key assessment focus areas and corporate urgency; and the
- f. Designated EM-23 assessment team lead.

The initial schedule will be submitted to EM-20 for review and approval.

6. Finalize the assessment schedule and notify EM sites. The finalized assessment schedule will be updated to reflect senior management input and feedback and will be published and communicated to the affected EM sites, other EM-HQ organizations, and CNS. The schedule will also be posted on the EM Portal and the EM website.

Each designated EM-23 assessment team lead will be the point of contact for coordinating all assessment-related activities, logistics, and communications with the sites, consistent with EM SOPP 43 and other applicable EM procedures.

Attachment 2 presents the template that will be used to present and publish the assessment schedule.

## EM-23 FY 2010 Assessment Workload, Priorities, and Schedule

Site	FPC	Organization/Project/ Facilities (Assessment Focus and Objectives)	Assessment Number	Assessment Date	EM-23 Lead
<b>Priority Area 1: Construction Project Reviews (CPRs)<sup>1</sup> and Operational Readiness Reviews</b>					
Idaho-IWTU CPR	Richard Provencher Ric Craun Greg Hayward  Lead: Tim Arcano	Sodium Bearing Waste Treatment Project (CD-3C to CD-4) Construction Project Review	CPR	Nov 16-20, 2009 <b>(COMPLETED)</b>	Robert Toro
PPPO-DUF6 CPR	William Murphie Jack Zimmerman Russ McCallister  Lead: Jim Hutton	DUF6 Conversion Facility – Portsmouth CD-4 CPR 02-U-101	CPR 02-U-101	Mar 15-18, 2010	NA (No QA participation for this activity )
PPPO-DUF6 ORR	William Murphie Jack Zimmerman Russ McCallister  Lead: Jim Hutton	DUF6 Conversion Facility – Portsmouth Operational Readiness Review	TBD	Apr 6-xx, 2010	Robert Toro
ORO-U233-3019 CPR	John Eschenberg Gary Riner Brenda Hawks  Lead: Zack Smith	Oak Ridge U233 (Building 3019) CD-2 CPR OR-0011Z	CPR OR-0011Z	Apr 12-15, 2010	Jerry Lipsky

<sup>1</sup> Other QA assessment priorities including vendor/subcontractor audits and other emerging issues will be addressed on a case by case basis.

## EM-23 FY 2010 Assessment Workload, Priorities, and Schedule

Site	FPC	Organization/Project/ Facilities (Assessment Focus and Objectives)	Assessment Number	Assessment Date	EM-23 Lead
SRS- SWPF CPR	Jack Craig Tony Polk William Rowland  Lead: Chester Miller	Salt Waste Processing Facility CD-3 CPR 05-D-405	CPR 05-D-405	Apr 19-22, 2010	William Huxford
Idaho- IWTU CPR	Rick Provencher Ric Craun Brian Anderson  Lead: Tim Arcano	Idaho Sodium Bearing Waste Treatment Project CD3-C CPR 06-D-401	CPR 06-D-401	May 10-13, 2010	David Faulkner
ORP- WTP CPR	Shirley Olinger Guy Girard Patrick Carrier  Lead: Bob Raines	Office of River Protection Waste Treatment Plant CD-3 CPR 01-D-416	CPR 01-D-416	May xx, 2010	Jim Davis
ORO- U233-3019 CPR	John Eschenberg Gary Riner Brenda Hawks  Lead: Zack Smith	Oak Ridge U233 (Building 3019) CD-2 CPR OR-0011Z	CPR OR-0011Z	TBD	Jerry Lipsky

## EM-23 FY 2010 Assessment Workload, Priorities, and Schedule

Site	FPC	Organization/Project/ Facilities (Assessment Focus and Objectives)	Assessment Number	Assessment Date	EM-23 Lead
SRS-SWPF CPR	Jack Craig Tony Polk William Rowland  Lead: Carmelo Menendez	Salt Waste Processing Facility CD-3 CPR 05-D-405	CPR 05-D-405	TBD	William Huxford
Idaho-IWTU CPR	Rick Provencher Ric Craun Brian Anderson  Lead: Tim Arcano	Idaho Sodium Bearing Waste Treatment Project CD-4 CPR 06-D-401	CPR 06-D-401	TBD	David Faulkner
ORP-WTP CPR	Shirley Olinger Guy Girard Patrick Carier  Lead: TBD	Office of River Protection Waste Treatment Plant CD-3 CPR 01-D-416	CPR 01-D-416	TBD	Jim Davis
<b>Priority Area 2: Field led Self-Assessments- QAP/QIP Implementation Verification &amp; Validation (V&amp;V)</b>					
RL	Al Hawkins	Phase I QAP/QIP Conditionally Approved on: 9/22/09		TBD by Field prior to September 2010	David Faulkner

## EM-23 FY 2010 Assessment Workload, Priorities, and Schedule

Site	FPC	Organization/Project/ Facilities (Assessment Focus and Objectives)	Assessment Number	Assessment Date	EM-23 Lead
ORP	Patrick Carier	Phase I QAP/QIP Conditionally Approved on: 12/07/09		TBD by Field prior to September 2010	Jim Davis
SRS	Charles Harris	Phase I QAP/QIP Conditionally Approved on: 2/01/10		TBD by Field prior to September 2010	William Huxford
ORO	Brenda Hawks	Phase I QAP/QIP Approved on: 1/15/10		TBD by Field prior to September 2010	Jerry Lipsky
Idaho	Brian Anderson	Phase I QAP/QIP Approved on: 2/01/10		TBD by Field prior to September 2010	David Faulkner
PPPO	Russ McCallister	Phase I QAP/QIP Conditionally Approved on: 8/25/09		TBD by Field prior to September 2010	Robert Toro



## EM-23 FY 2010 Assessment Workload, Priorities, and Schedule

Site	FPC	Organization/Project/ Facilities (Assessment Focus and Objectives)	Assessment Number	Assessment Date	EM-23 Lead
EMCBC	TJ Jackson	Phase I QAP/QIP Conditionally Approved on:9/22/09		TBD by Field prior to September 2010	Larry Perkins
<b>Priority Area 3: Assist Visits/Follow-ups/Corrective Action Plan (CAP)</b>					
Oak Ridge	John Eschenberg Gary Riner Brenda Hawks	Implementation of the DOE-ORO QAP/QIP and Focus Areas (Status/Assist Visit)  HQ Assistance to ORO CGD Activities	EM-PA-10-03	Oct 27-28, 2009  Nov 3-4, 2009 <b>(COMPLETED)</b>	William Huxford
Idaho	Richard Provencher Brian Anderson	Implementation of the DOE-ID INL QAP/QIP and Focus Areas (Status/Assist Visit)	EM-PA-10-02	Dec 1-2, 2009 <b>(COMPLETED)</b>	David Faulkner
PPPO	Jack Zimmerman Russ McCallister	DUF6 Conversion Facility – Assist Visit (DOE ORR Readiness)	EM-PA-10-01	Feb. 23-24, 2010 <b>(COMPLETED)</b>	Robert Toro

## EM-23 FY 2010 Assessment Workload, Priorities, and Schedule

Site	FPC	Organization/Project/ Facilities (Assessment Focus and Objectives)	Assessment Number	Assessment Date	EM-23 Lead
SRS	Charles Harris William Rowland	DOE SRS Assist Visit	EM-PA-10-04	Mar 29 – Apr 2, 2010	William Huxford
Idaho	Richard Provencher Brian Anderson Greg Hayward	DOE HQ Assist Visit (Review of ID, URS, CWI QA Programs and Work Packages)	EM-PA-10-05	Apr 05-09, 2010	David Faulkner
<b>Priority Area 4: High-Level Waste (HLW)/Used Nuclear Fuel (UNF) and other Specialized Topics</b>					
Oak Ridge	John Eschenberg Brenda Hawks	QA Surveillance of Isotek Systems and Mesa Associates, Building 3019 Project	EM-PA-10-25	Feb 26- Mar 1, 2010 <b>(COMPLETED)</b>	Jerry Lipsky
ORP	Albert Kruger Patrick Carier	Waste Treatment Project Bechtel National Inc QAP Implementation	2010-DOE-AU-001	Mar 15-19, 2010	Christian Palay
WVDP	Bryan Bower Mark Bellis	West Valley Demonstration Project QA Program (HLW Relocation on Site for D&D of Original Plant)	EM-PA-10-06	Apr xx, 2010	Christian Palay

## EM-23 FY 2010 Assessment Workload, Priorities, and Schedule

Site	FPC	Organization/Project/ Facilities (Assessment Focus and Objectives)	Assessment Number	Assessment Date	EM-23 Lead
KAPL	Steve Fienberg	SPRU-VL-0040 Nuclear Facility D&D	EM-PA-10-07	May 10-13, 2010	Larry Perkins
Grand Junction	Don Metzler	GJ-MOAB-0031 Soil and Water Remediation	EM-PA-10-08	Jun 8-10, 2010	David Faulkner
BNL	John Sattler	BNL-0040 Nuclear Facility D&D Graphite Research Reactor	EM-PA-10-09	Jul 6-8, 2010	Robert Murray
Oak Ridge	John Eschenberg Brenda Hawks	OR-0013B Solid Waste Stabilization and Disposition, TRU Processing Facility	EM-PA-10-26	Jul 20-22, 2010	Jerry Lipsky
SRS	Terry Spears Steve McMull	Defense Waste Processing Facility Replacement Melter #4	EM-PA-10-24	Aug xx, 2010	William Huxford

**Attachment 2**

**Template for Annual Quality Assurance (QA) Assessments  
Performed by the Office of Standards and Quality Assurance (EM-23)**



**Attachment 1**

**Planning and Prioritization Template**

**Quality Assurance (EM-23) Methodology for Planning and Prioritizing Quality Assurance (QA) Assessments by the Office of Environmental Management (EM)**

EM Organization(s)		Major Subcontractors and Vendors	High-Hazard Nuclear Facilities/Processes & ARRA Projects & HLW/SNF Activities	QA Assessment Focus <sup>1</sup>										QA Assessment Scope and Priority (High, Medium, Low)		
				EM-23 Led QA Assessments							QA Matrix Support					
				QAP/QIP	ARRA	Construction	CGD <sup>2</sup>	Procurement/ Subs/Vendors	HLW/SNF	Follow-up/ CAPs	Emerging Issues	S/CI <sup>3</sup>	CPR	ORR/ISM	Project Management	

...orties of the EM-23 corporate function and responsiveness to senior management expectations.

**Quality Assurance (EM-23) Methodology for Planning and Prioritizing Quality Assurance (QA) Assessments by the Office of Environmental Management (EM)**

EM Organization(s)			QA Assessment Focus <sup>1</sup>										QA Assessment Scope and Priority  (High, Medium, Low)		
Contractors	Major Subcontractors and Vendors	High-Hazard Nuclear Facilities/Processes & ARRA Projects & HLW/UNF Activities	EM-23 Led QA Assessments							QA Matrix Support					
			QAP/QIP	ARRA	Construction	CGD <sup>2</sup>	Procurement/ Subs/Vendors	HLW/SNF	Follow-up/ CAPs	Emerging Issues	S/CI <sup>3</sup>	CPR		ORR/ISM	Project Management