

## Managing the Safety Analysis Report as a Project

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The development of Safety Analysis Reports (SARs) at the Los Alamos National Laboratory has been a mixture of success and failure. An examination of this process determined reoccurring (systemic) failures in the SAR process had contributed to an overall failure to produce a document acceptable to the Department of Energy (DOE). Failures included such things as (1) changing scope, (2) lack of understanding of DOE requirements, (3) changing DOE expectations or (4) the facility delivering a final “over the fence” product with no early DOE involvement.

As these failures were examined, the Laboratory decided to experiment with a new process that treated SAR development the same as other “projects”. Using a construction project as the model a process was developed that would ensure the following.

- The SAR scope would be set early with the help of DOE.
- A schedule and cost would be estimated at the beginning.
- Changes to the scope, schedule, and cost would be examined by a formal change control process.
- SAR progress would be monitored at set stages in the form a formal review.
- Deficiencies in the product would be caught in the early phases of a project.

The perceived advantages to this approach include the following.

- A product of that is not sent “over the fence” that took a wrong turn early and then required substantial cost investment to go back and correct
- A formal recognition on both sides of scope, schedule, and cost
- A formal method to do change control
- A method for ensuring quality