



good to
great® a vision for
Integrated Safety Management
in the Department of Energy complex

ISM Workshop 2007

November 27-30, 2007

Hosted by Brookhaven National Laboratory



SIXTY YEARS
OF DISCOVERY
1947-2007

BROOKHAVEN
NATIONAL LABORATORY

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**Brookhaven National Laboratory
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Traffic Information**

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Occupational Medicine Clinic: 631-344-3670
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In the event of an emergency such as: fire, serious injury, spill or release that threatens the environment: Call 2222 (or 911) from any BNL phone or pull the nearest firebox. (From a cell phone, dial 631-344-2222)

If you are injured, but do not need emergency treatment, report the injury immediately to your BNL Host. For treatment during normal working hours, go to the Occupational Medicine Clinic in Bldg 490 (8:30 to 5:00 weekdays). At other times, go to the Fire/Rescue Group, Bldg 599.

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If you hear:

Building Alarm or Bell: Evacuate the Building Immediately

Continuous Site Siren: Report to designated Indoor Emergency Assembly Area

Intermittent Site Siren: Evacuate the Site Immediately.

Traffic Rules and Regulations

New York State Vehicle and Traffic Laws apply to all vehicles on the laboratory site.

The site wide speed limit is 30 mph unless otherwise posted.

Cell phone use while driving is prohibited.

All drivers of government and private vehicles and their front-seat passengers must wear seat belts.

Special Thanks

**The Brookhaven National Laboratory and Brookhaven Site Office
ISM Workshop Planning Team wishes to extend
sincere thanks to the following sponsors and supporters:**

Battelle

Brookhaven Science Associates

DOE Office of Science

DOE Office of Health, Safety and Security

DOE ISM Champions Council

Fluor Corp.

Honeywell International Inc.

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Stony Brook University

Special thanks to Jim Collins and his Good to Great organization for extending to us the privilege of using Good to Great as the theme for this Workshop.



In planning for this workshop, the lessons of Jim Collins' *Good to Great* work came to mind as a useful perspective on ISM thinking and practice that might help us find our way to Great. The DOE community has invested tremendously over the last decade and has seen real progress in developing, implementing, and integrating safety programs into daily work, yet we know that we can do more — we need to do more. We have, perhaps, achieved Good, but we seek Great.

The Good to Great project analyzed companies that made a leap from good to great performance in terms of financial results, and sustained those results for *at least fifteen years*. The defining features for Good to Great results were more about leadership and a disciplined approach than any standard business metrics. “Good to Great” describes the underlying principles that can be used to achieve and sustain high performance in organizations of many types.

The attributes of the “Good to Great” companies include:

Disciplined People

- Level 5 Leadership, marked by personal humility and professional will.
- Getting the right people on the bus, and the right people in the key seats.

Disciplined Thought

- Confronting the brutal facts.
- The Hedgehog concept – integrating your passion, expertise, and resource engine.

Disciplined Action

- Creating and sustaining a culture of discipline.
- Turning the Flywheel – pushing in a consistent direction over a period of time until a point of breakthrough.

The Principles and Functions of ISM embody several of these concepts. The ISM principle of line management responsibility for safety is about leadership and accountability. Clear Roles and Responsibilities can only be achieved when the right people are on the bus and understand how they support the larger organizational goals. Our ISM systems define our central approach for accomplishing work safely. One of our challenges is implementing an effective and disciplined safety culture, where continued actions and decisions reinforce and strengthen that culture through continuous improvement.

Welcome



Brookhaven National Laboratory and the DOE Brookhaven Site Office are proud to host the 2007 Integrated Safety Management Workshop. The BNL Workshop Planning Team welcomes you to our site. In addition to providing opportunities for participants to share and learn about ISM, the agenda includes lunch-time tours of several facilities. We hope you take the time to experience some of the exciting science taking place at Brookhaven.

Samuel H. Aronson, Director
Brookhaven National Laboratory

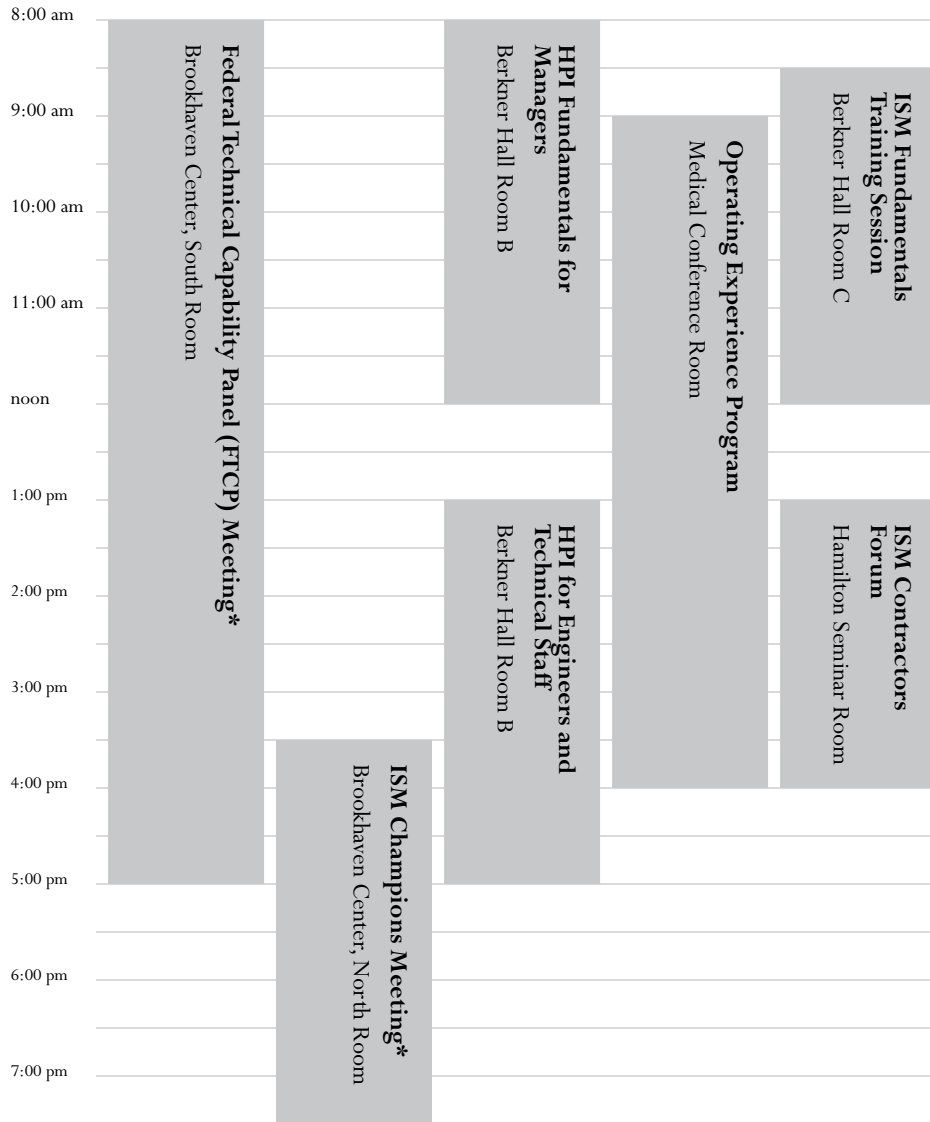
Michael D. Holland, Manager
U.S. Department of Energy
Office of Science
Brookhaven Site Office

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Tuesday 11.27.07

pre-workshop sessions

Workshop Check-in, Berkner Hall Lobby, 7:00 am - 5:00 pm



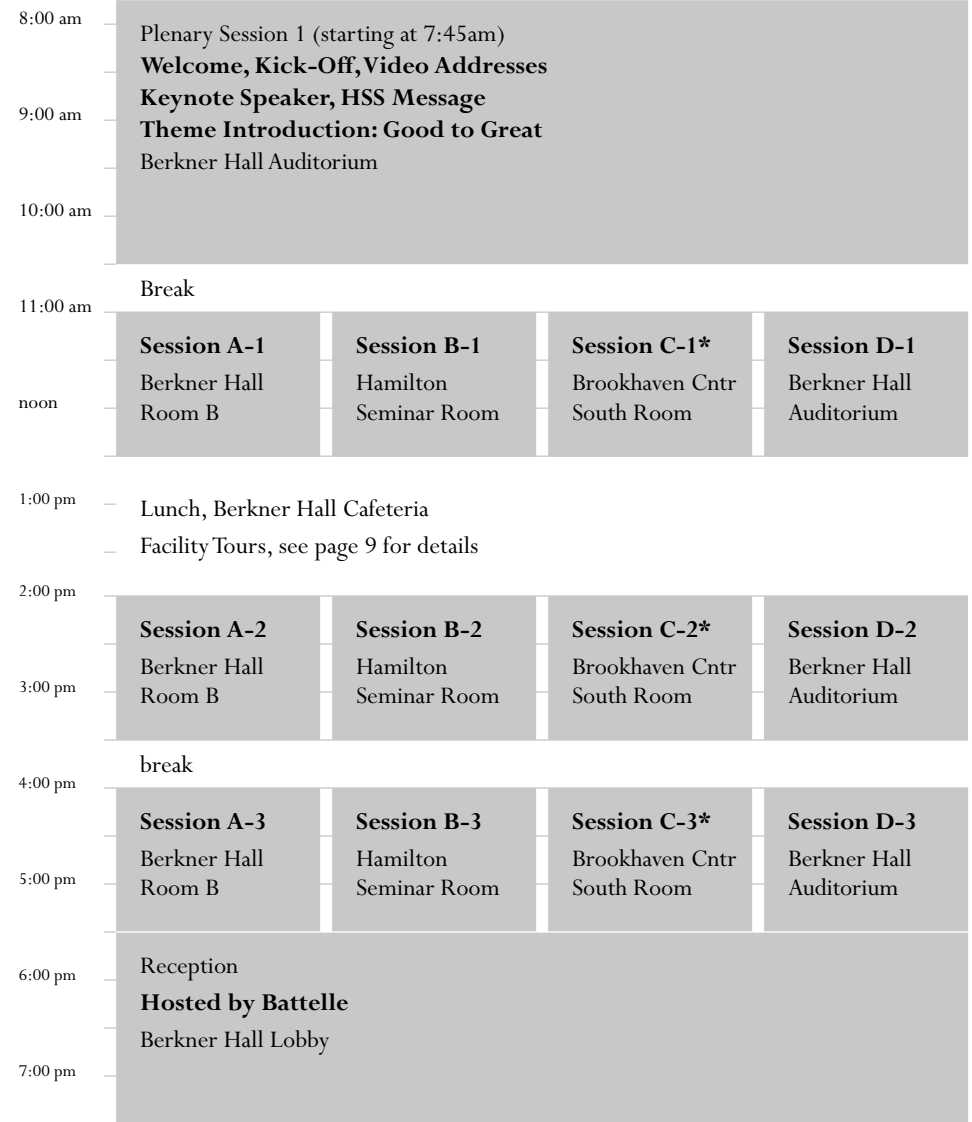
session details on page 6

* Bus transportation will be available to and from Brookhaven Center

Wednesday 11.28.07

general workshop sessions

Workshop Check-in, Berkner Hall Lobby, 6:30 am - 5:00 pm



session details on page 7

* Bus transportation will be available to and from Brookhaven Center

Thursday 11.29.07

general workshop sessions

Workshop Check-in, Berkner Hall Lobby, 7:00 am - 5:00 pm

8:00 am	Plenary Session 2 Brookhaven Science and Safety Guest Speakers: NNSA CTA, DNFSB, FAA Berkner Hall Auditorium			
9:00 am				
10:00 am	Break			
11:00 am	Session A-4 Berkner Hall Room B	Session B-4 Hamilton Seminar Room	Session C-4* Brookhaven Cntr South Room	Session D-4 Berkner Hall Auditorium
noon				
1:00 pm	Lunch, Berkner Hall Cafeteria Facility Tours, see page 9 for details			
2:00 pm	Session E-1 Berkner Hall Room B	Session B-5 Hamilton Seminar Room	Session C-5* Brookhaven Cntr South Room	Session D-5 Berkner Hall Auditorium
3:00 pm	Break			
4:00 pm	Session E-2 Berkner Hall Room B	Session B-6 Hamilton Seminar Room	Session C-6* Brookhaven Cntr South Room	Session D-6 Berkner Hall Auditorium
5:00 pm	Reception Hosted by Fluor Corp. and Honeywell International Inc. Berkner Hall Lobby			
6:00 pm				
7:00 pm				

session details on page 8

* Bus transportation will be available to and from Brookhaven Center

Friday 11.30.07

general workshop sessions

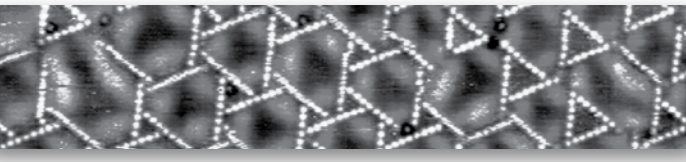
Workshop Check-in, Berkner Hall Lobby, 7:30 am - noon

8:00 am	Session E-3 Berkner Hall Room B	Session B-7 Hamilton Seminar Room	Session C-7* Brookhaven Cntr South Room	Session D-7 Berkner Hall Auditorium
9:00 am				
10:00 am	Break (10:00 am - 10:15 am)			
11:00 am	plenary session 3 Wrap-up and track leader reports Farewell and safe travels Berkner Hall Auditorium			
noon	workshop ends at noon			

session details on page 9

* Bus transportation will be available to and from Brookhaven Center

schedule at a glance



Tuesday 11.27.07

pre-workshop sessions

Federal Technical Capability Panel (FTCP) Meeting

Karen Boardman, NNS

8:00am – 5:00pm, Brookhaven Center, South Room

The objective of the FTCP meeting is to set goals and objectives to continue DOE's effort to recruit, deploy, develop, and retain Federal employees with the necessary technical capabilities to safely accomplish DOE's missions and responsibilities and to discuss current processes and programs supporting this objective.

ISM Champions Meeting

Pat Worthington, DOE HSS

3:30pm – 7:30pm, Brookhaven Center, North Room

This session is for DOE ISM Champions to share implementation status and best practices related to DOE aspects of ISM implementation. All DOE ISM Champions are asked to attend; DOE ISM Champions may also include one additional support person. This session will also include a working dinner.

HPI Fundamentals for Managers

Chuck Lewis, DOE HSS

8:00am – noon, Berkner Hall Room B

This session will provide an overview of HPI principles, concepts and tools appropriate for managers interested in implementing Human Performance as part of their continuous improvement in ISM and safety culture.

HPI for Engineers and Technical Staff

Bill Rigot, WSRC

1:00pm – 5:00pm, Berkner Hall Room B

This session will focus on the application of HPI principles, concepts and tools used to reduce engineering error contribution to adverse events.

Operating Experience Program

Jeanne Boyle, DOE HSS

9:00am – 4:00pm, Medical Conference Room

This session is for all DOE and Contractor personnel who are coordinators or implementers of the DOE Operating Experience program (DOE Order 210.2). The focus is on sharing lessons learned and best practices related to operating experience, internal or external to the DOE.

ISM Contractors Forum

John McDonald, CH2M Hanford

Joe Yanek, Fluor Corp.

1:00pm – 4:00pm, Hamilton Seminar Room

This meeting will cover high level changes in ISMS contractor activities, and summarize the fall EFCOG ISM Program Manager Meeting. The group will also solicit input on strategic issues to be addressed by the Contractor ISM Working Group.

ISM Fundamentals Training Session

Dr. Jim Szenazi, DOE HSS

8:30am – noon, Berkner Hall Room C

This session is for all DOE and Contractor personnel who want to learn the basics of Integrated Safety Management. The training will be presented by the DOE National Training Center and will review the highlights of the DOE directives on Integrated Safety Management, including the ISM System Manual issued in November 2006.

11.28.07 Wednesday

general workshop sessions



7:45 am - 10:30 am

Plenary Session 1

Welcome Mike Holland, BSO and Dr. Sam Aronson, BNL
Kick-Off Dr. Patricia Worthington, HSS and Dr. Chuan Wu, EM
Video Addresses Clay Sell, Deputy Secretary of Energy and Dr. Raymond Orbach, SC
Keynote Speaker Dr. Jeffrey Wadsworth, Battelle
HSS Message Glenn Podonsky, HSS
Theme Introduction: Good to Great Brian Bagley

Break-Out Sessions

	Work Planning and Control Berkner Hall Room B	Feedback and Improvement Hamilton Seminar Room	Integrating Management Systems Brookhaven Center, South Room	Developing Effective Safety Culture Berkner Hall Auditorium
11:00 am - 12:30 pm	Session A-1 Leads K. Smith, NNSA / C. Murphy, Fluor Hanford Workplace Hazards Monitoring: Recent Oversight Results Thomas Staker, DOE HSS SAFER Dialogue as Pre-Job and Activity Review Tool Brian Harkins, DOE ORP	Session B-1 Leads M. Gibson, WSRC / P. Allen, WSRC A Project Management Approach to Continuous Improvement Steven Coleman, BNL Merging the Annual ISMS Effectiveness Review with an Enhanced Performance Analysis Process Bill Luce, WSRC	Session C-1 Leads G. Boyd, DOE SC / K. Downer, ORNL Integrated Management Systems - The HSS Integrated Work Management System Michael Kilpatrick, DOE HSS Update on EM Quality Assurance Activities Analysis Process Bob Murray, DOE EM / Dae Chung, DOE EM	Session D-1 Leads D. Shoop, DOE EM / J. McDonald, CH2M Hill S-102 Spill and ISMS Lessons Learned Shirley Olinger, DOE ORP
12:30 pm - 2:00 pm lunch and tours	Hazard Analysis Process William Schleyer, DOE AL	Engaging Senior Management with the Management Review Process George Goode, BNL	LANL Integration of ISM with 10 CFR 851 and Other Safety Related Initiatives Barbara Hargis, LANL	Best Practices in Implementing Human Performance Initiative Bill Hartley, BWXT Pantex
2:00 pm - 3:30 pm	Session A-2 Leads M. Holland, DOE BHSO / R. Enge, PNNL ISM Implementation at an R&D User Facility Allison Campbell, PNL Experimental Safety Review - SBMS Process Rob Doty, BNL R&D Work Planning and Control at SRNL John Miller, SRNL	Session B-2 Leads R. Knapp, LANL / T. Priestley, LANL A Practical Approach to Using Causal Analysis Methods to Evaluate Events Robert Crowley, BNL How to Read and "Right" a Causal Factors Report Richard Hartley, BWXT Pantex A New Causal Factor Program to Support a High Reliability Organization Richard Hartley, BWXT Pantex	Session C-2 Leads D. Chung, DOE EM / J. Tarpinian, Battelle Improving Engineering Effectiveness at the Savannah River Site Fred Beranek, SRNL Integrating MS: DOE's Savannah River Site's Salt Waste Processing Facility - SWPF Thomas Helms / Dave Amerine James McCullough / Jack Kasper, Parsons	Session D-2 Leads C. Wu, DOE EM / T. Conklin, LANL Safety Observation Enhancement to Support HPI Implementation at HPI Todd Conklin, LANL / John Tseng, LANL Human Performance Training and Job Aid for Nuclear Materials Applications William Brown, BNL Developing Effective Safety Cultures Dr. Isabel Perry, The Safety Doctor.com
4:00 pm - 5:30 pm	Session A-3 Leads K. Smith, NNSA / C. Murphy, Fluor Hanford A Three Tiered Work Planning Process Steven Coleman, BNL WSRC Work Planning & Control for All Activity-Level Work Tim Flake, WSRC SWPF Construction Work Planning and Control Process Stephen Lindamood, Parsons	Session B-3 Leads R. Kopenhaver, DOE LSO / F. Sharif, WIPP Hanford's Human Performance Improvement Pilot Lessons Learned John McDonald, CH2M Hill Dave Jackson, FH Brian Harkins, DOE ORP The Emerging Challenge of Human Performance Improvement: How to Manage Complex Interdependencies within a Performance System Cindy Wagner, LLNL	Session C-3 Lead E. Sellers, DOE ID New Requirements of EO 13423 and DOE O 450.1A: New Opportunities for EMS and ISMS Steven Woodbury, DOE HSS Fostering Continuous Improvement in EMS/ISMS Implementation through Best Practices and New Strategies Jeff Eagan, DOE HSS / John Irving, INL John Selva, BNL / Stephen Domotor, DOE EH	Session D-3 Leads A. Ghovanlou, DOE HSS / W. Rigot, WSRC Commercial Nuclear Industry Progress on Safety Culture George Mortensen, INPO Communication With the Dead is Only Slightly Harder Than Talking With an Engineer William Rigot, WSRC Safety Communications Jim Tarpinian, Battelle



Thursday 11.29.07

general workshop sessions

8:00 am - 10:00 am

Plenary Session 2

Brookhaven Science and Safety Dr. Doon Gibbs, BNL **Guest Speaker** Dr. Peter Winokur, DNFSB
Guest Speaker Bill Ostendorff, NNSA CTA **Guest Speaker** Chris Hart, FAA

Break-Out Sessions

Work Planning and Control

Berkner Hall Room B

Feedback and Improvement

Hamilton Seminar Room

Integrating Management Systems

Brookhaven Center, South Room

Developing Effective Safety Culture

Berkner Hall Auditorium

10:30 am - noon

Session A-4
Leads
M. Holland, DOE BHSO / R. Enge, PNNL

Session B-4
Leads
R. Knapp, LANL / T. Priestley, LANL

Session C-4
Lead
J. Tarpinian, Battelle

Session D-4
Leads
P. Worthington, DOE HSS / D. Amerine, Parsons

The Nuclear Chemistry Summer School at BNL: Best Practices in Work Planning & Control for Students Richard Ferrieri, BNL

Differing Professional Opinions
Michael Ford, BWXT Pantex

Enhancing ISM Infrastructure at a Single Purpose Laboratory
Craig Ferguson, Jim Turi & Mike Dallas, JLAB

ISM and Safety Culture
David Compton, DOE HSS

Successful use of Deployed Personnel at LANL
Stephanie Archuleta, LANL

Sustaining Excellence Through Peer Surveillance
Dennis Ryan, BNL

Integrating Environmental Requirements into a Project Life Cycle
Kliss McNeel, CH2M Hill

Improving Safety Culture: Recognizing the Underlying Assumptions
Douglas Minnema, DNFSB

noon - 1:30 pm
lunch and tours

Improving Work Planning Through Communications and Training
Reed Kaldor, Fluor Hanford

Improving Worker and Management Involvement in the Self Assessment Program Patrick Sullivan, BNL

Strategies Utilized to Prepare for the INL Technology Demonstration Project
Burdette Brunson, INL

Lessons Learned for Integrating an Effective Safety Culture into ISMS
John McDonald, CH2M Hill

1:30 pm - 3:00 pm

Implementing DOE ISM Requirements
Berkner Hall Room B

Session B-5
Leads
C. Lewis, DOE HSS / F. Sharif, WIPP

Session C-5
Leads
K. Hall, NNSA SRSO / R. Hinds, WSRC

Session D-5
Leads
D. Shoop, DOE EM / D. Jackson, Fluor Hanford

Session E-1
Leads
G. Beausoliel, DOE NE / F. McCoy, WSMS

DOE Corporate Operating Experience Program
Eugenia Boyle, DOE HSS

The Challenge – Moving from ISMS to a DOE Integrated Management System - IMS
Gary Staffo, DOE EE

VPP Worker Involvement and Partnership Successes
David Jackson, Fluor Hanford
Ken Gray, HAMTC

Panel Discussion on Best Practices and Lessons Learned on ISMS Development, Modification, and Maintenance, and Implementation after New Contract Awards
Frank McCoy, WSMS

Panel Discussion on Contractor and Federal Operating Experience Programs
Eugenia Boyle, DOE HSS

Improving Corporate Safety Performance through Sustainability Analyses
Mari-Jo Campagnone, DOE HSS

Safety Leadership Class – Exploring Safety Excellence
Dave Taylor, Stoller Navarro JV

Performance Management – ISM in Contracting
William Mullins, Energy Services Consulting

BBS and Human Performance in Action
John Wellisch, INL

3:30 pm - 5:00 pm

Session E-2
Leads
G. Beausoliel, DOE NE / J. Yanek, Fluor

Session B-6
Leads
C. Lewis, DOE HSS / B. Luce, WSRC

Session C-6
Leads
H. Monroe, DOE / C. Scott, ORNL

Session D-6
Leads
J. Lorence DOE BSO / D. Gibbs, BNL

ISMS Annual Review and Declaration – CH2M Hill Hanford Lessons Learned
John McDonald, CH2M Hill

Operating Experience: Feedback from the Complex
Ed Sierra, BNL

Integrating Safety and Security
Bill McArthur, DOE-HSS

The Value of VPP in Improving Safety Culture in an R&D Environment
Steven Goheen, PNNL

Annual Contractor ISM Processes and Document Submittals to DOE
Melanie Gibson, WSRC

Status of Operating Experience Team Developing DOE O 210.2 Metrics
Eugenia Boyle, DOE HSS

A Common Focus on Safe, Secure Operations
Michael Stumbo, BWXT Pantex
William Mairson, BWXT Pantex

Cultivating Safety Culture within a Creative Environment
Frances Alston, SRNL

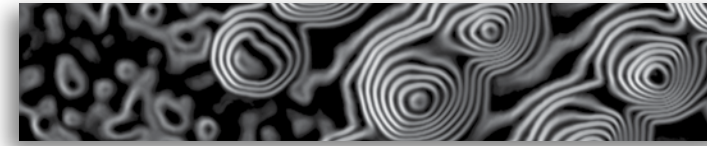
Risk & Work Configuration Management
Lana Buehrer / Paul Cakanic, NST

Safety Integration for Safety Technology Deployment
Larry Wilcher, DOE HSS / Carl Pocratsky, DOE HSS

The Role of the Line Technical Expert in an ES&H Program
William Griffing, Fermi

11.30.07 Friday

general workshop sessions



Break-Out Sessions

	Implementing DOE ISM Requirements Berkner Hall Room B	Feedback and Improvement Hamilton Seminar Room	Integrating Management Systems Brookhaven Center, South Room	Developing Effective Safety Culture Berkner Hall Auditorium
8:00 am - 10:00 am	<p>Session E-3 Leads G. Beausoliel, DOE NE / J. Yanek, Fluor</p> <p>Safety Self-Inspection of the Workplace – An Integral Element of ISM Rick Du Buse, DOE FE</p> <p>Risk Based Oversight Dan Pellegrino, DOE AL</p> <p>Assessment and Causal Analysis – Enforcement Lessons Learned Tony Weadock, DOE HSS</p>	<p>Session B-7 Leads S. Robinson, DOE SR / F. Alston, SRNL</p> <p>Prioritizing Air Sampling Needs at BNL Robert Selvey, BNL</p> <p>ISMS at the NSLS: Personnel Interview Survey Andrew Ackerman, BNL</p> <p>Advantages of Using External Assessors Chuck Schaefer, BNL</p> <p>DOE Human Performance Center Resources Chuck Lewis & Thomas Gordon, DOE HSS</p>	<p>Session C-7 Leads G. Boyd DOE SC / B. Luce, WSRC</p> <p>Integrating HPI into Operations to Achieve Zero Safety and Non-Compliance Events Jeff Mousseau & Leonard Sygitowicz, BBWI</p> <p>Integrating a Safety Culture into a Radiation Dose ALARA Program Leonard Sygitowicz, BBWI</p> <p>Integration Wrap-up Gerald Boyd, DOE OR David Olson, WSRC</p>	<p>Session D-7 Leads R. Desmarais, DOE BHSO / W. Mairson, BWXT Pantex</p> <p>WCH Initiatives to Strengthen Worker Involvement, Feedback, & Safety Culture Ray Skwarek, WCH</p> <p>Evaluation of Safety Culture as a Measure of HRO Effectiveness Richard Hartley, BWXT Pantex</p> <p>Environmental Restoration Projects Methods for Safety Culture Realization Brian Heneveld, BNL</p> <p>Integration of ISM at a Disaster Site Howard Gordon, MACTEC, Inc.</p>

Plenary Session 3

Wrap-up Track leaders reports
Farewell and Safe Travels Dr. Patricia Worthington, HSS

session details



Facility Tours

11.28.07 Wednesday

12:35 pm Participants go directly to buses outside Berkner Hall

12:45 pm Buses depart Berkner Hall for tours

12:50 pm **Tour 1**

**Relativistic Heavy Ion Collider Ring
and The Science Learning Center**

Ring road and related facilities

Tour 2

**RADTEC: BNL Radiation Detector Testing
and Evaluation Facility**

Tour 3

**National Synchrotron Light Source and
The Center for Functional Nanomaterials**

Buildings 725 and 735, lobbies and public corridors

12:50 - 1:05 Group A: National Synchrotron Light Source

Group B: Center for Functional Nanomaterials

1:10 - 1:25 Group A: Center for Functional Nanomaterials

Group B: National Synchrotron Light Source

1:25 to 1:30 pm Return to Berkner Hall for abbreviated lunch

11.29.07 Thursday

12:05 pm Participants go directly to buses outside Berkner Hall

12:15 pm Buses depart Berkner Hall for tours

12:20 pm **Tour 1**

**Relativistic Heavy Ion Collider Ring
and The Science Learning Center**

Ring road and related facilities

Tour 2

**RADTEC: BNL Radiation Detector Testing
and Evaluation Facility**

Tour 3

**National Synchrotron Light Source and
The Center for Functional Nanomaterials**

Buildings 725 and 735, lobbies and public corridors

12:20 - 12:35 Group A: National Synchrotron Light Source

Group B: Center for Functional Nanomaterials

12:40 - 12:55 Group A: Center for Functional Nanomaterials

Group B: National Synchrotron Light Source

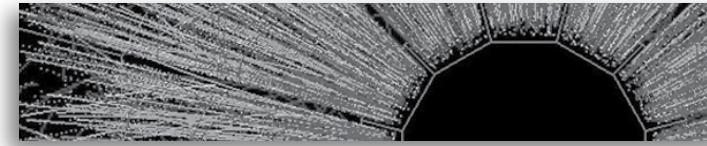
Tour 4

**Translational Neuroimaging and Addiction Research
at PET (walk to OEP)**

Office of Educational Programs, Auditorium

12:55 to 1:00 pm Return to Berkner Hall for abbreviated lunch

Workshop Planning Team



Planning Team

DOE ISM Champions Council	Brookhaven Site Office	Brookhaven National Laboratory
Dr. Patricia Worthington, HSS	Michael Holland	Roy Lebel
Dr. Chuan Wu, EM	Robert Desmarais	Jessica Wilke
Ali Ghovanlou, HSS		Erik Johnson
David Compton, HSS		Helen Todosow

Track Leads

	DOE Leads (from sites)	Contractor Leads	BNL Facilitators
Work Planning and Control	Mike Holland, SC Brookhaven Kevin Smith, NNSA YSO	Mike Schlender, PNNL Con Murphy, Fluor Hanford	Steve Coleman
Feedback and Improvement	Jeff Allison, EM Savannah River	Roland Knapp, LANL Farok Sharif, WIPP WTS	Joe Labas
Integrating Management Systems	Gerald Boyd, SC Oak Ridge Elizabeth Sellers, NE Idaho	Jim Tarpinian, Battelle Robert Hinds, WSRC	Joe Canestro
Developing Effective Safety Culture	Doug Shoop, EM Richland	Doon Gibbs, BNL Bill Mairson, BWXT Pantex	Jessica Wilke
Implementing DOE ISM Requirements	Shirley Olinger, EM ORP Geoff Beausoliel, NE Idaho	Joe Yanek, Fluor	Steve Coleman

Building 555 Chemistry

Hamilton Seminar Room

Tuesday	ISM Contractors Forum
Wednesday	
Thursday	Break-Out Sessions B
Friday	

Building 488 Berkner Hall

Lobby

Tuesday	Registration
Wednesday	Registration
Thursday	Receptions
Friday	Registration

Auditorium

Wednesday	Plenary Sessions
Thursday	Break-Out Sessions D
Friday	

Room B

Tuesday	HPI Courses
Wednesday	
Thursday	Break-Out Sessions A & E
Friday	

Room C

Tuesday	ISM Fundamentals
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Building 490 Medical

Conference Room

Tuesday	Operating Experience Program
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Building 30 Brookhaven Center

North Room

Tuesday	ISM Champions
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South Room

Tuesday	FTCP Meeting
Wednesday	
Thursday	Break-Out Sessions C
Friday	

