



HAB Consensus Advice #20

BUILDING PARTNERSHIPS AND THE TANK 241-C-106 EXPERIENCE

On March 2, 1995, the Hanford Advisory Board (HAB) was presented with information concerning the results of DOE (and Westinghouse Hanford Company) management investigations of the process test on Tank 241-C-106. It was clear that many preventable mistakes had been made, the test was poorly planned and executed, and communication with stakeholder interests and the general public needed corrective action. The Board recognizes that DOE has undertaken corrective actions, which it supports, and wishes to thank Mr. Greg Morgan for his very direct and informative presentation to the Board.

Following is a set of recommendations from the Board. We request that the Board be kept apprised of the progress towards implementation of the recommendations made by Westinghouse in its Senior Management Review Team report, and the DOE-RL 1994 Process Test Event Review. Further, we request that the DOE either implement or respond to the recommendations in the 1991 Stone and Webster report and the 1992 State of Washington Department of Ecology report. Perhaps more importantly, the Board wishes to acknowledge and encourage the more open and trusting relationship which has developed between DOE and HAB members in working on this project.

Thank you for your cooperation and assistance, and we look forward to your response to the Board's recommendation.

RECOMMENDATIONS

1. Westinghouse Hanford Company (WHC) should implement all recommendations of the WHC Senior Management Review Team, the WHC "Lessons Learned" Report, as well as the DOE-RL 1994 Process Test Event Review. Additionally, Hanford officials should review and appropriately implement or respond to the recommendations of the 1991 Stone & Webster report and the 1992 Department of Ecology report. The HAB should be informed of the timetable for implementation of the recommendation and the progress made.
2. Further upgrading of the tank farm data gathering equipment should be implemented as necessary, particularly in terms of leak detection and structural integrity studies.
3. USDOE and its contractors must strive to better communicate issues of grave concern, including:
 - more timely notice of significant events and problems of the sort that surfaced during the process test;
 - quicker response to requests for information;
 - honest and direct communications that do not "sugarcoat" or minimize the concerns;
 - development of an effective early alert system to communicate to the public issues concerning projects involving "watch list" tanks or other sensitive issues.
4. USDOE should formally designate a single point of contact for obtaining recent, complete and accurate information about C-106 and other tank farm activities to the HAB Health, Safety & Waste Management Committee.
5. USDOE should review and respond in writing to the concerns raised in the 1991 Kaiser Engineers

Hanford memorandum by Sonja Anderson. Ms. Anderson should be given an opportunity to contribute to this response.

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For questions or comments, please send [email](mailto:Hanford_Advisory_Board@rl.gov) to Hanford_Advisory_Board@rl.gov

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