

1 saying is, you recognize the need to do your job
2 properly, that you need to know what's going on a
3 daily basis at the Site --

4 MR. LOCKHART: Yes, sir.

5 CHAIRMAN CONWAY: -- and that includes --
6 and it requires then your Facility Reps actually
7 entering the buildings and knowing what's going on.

8 MR. LOCKHART: Absolutely.

9 CHAIRMAN CONWAY: Okay, and as I say,
10 you're not discouraging them, you're encouraging them
11 now.

12 MR. LOCKHART: I will be encouraging them
13 strongly, and I will be leading by example. I'm
14 going to be there myself.

15 CHAIRMAN CONWAY: As I said, our review
16 out there at the Site indicated that DOE
17 representation in the buildings had fallen back
18 dramatically. They were not having a presence.

19 MR. LOCKHART: Yes.

20 CHAIRMAN CONWAY: Mr. Parker?

21 MR. PARKER: Mr. Chairman. I am going to
22 follow the exactly as Mr. Lockhart did, is we'll go
23 straight down the lines of inquiry, and answer those
24 questions for you. Related to self-assessment and
25 assurance resources, Kaiser-Hill deploys a broad

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1 array of tools and types of assessments. Within the
2 self-assessment, we have the project program, we have
3 an internal independent assessment, and then also we
4 have a very focused safety management assessment. We
5 also deploy external independent assessments and
6 where we'll bring in somebody like Jim Taylor from
7 NRC to take a look at certain areas that we've
8 targeted. We use an INPO-based safety assessment
9 center, and a variety of other activities like that.

10 Next slide please.

11 My expectations for Rocky Flats and
12 Kaiser-Hill is safe work, and if it isn't safe, I
13 absolutely do not want it going on. Adherence to
14 applicable requirements, achievement of all of our
15 performance objectives, and we do have goals of zero,
16 and while I won't take any bets that we're going to
17 get there, those remain our goals, and we look for
18 that. We implement and we look to implement best
19 management practices, and an environment of
20 continuous improvement.

21 Our assurance program structure is really
22 broken into three key areas. Reporting to the senior
23 site management is on the left side a project self-
24 assessment, which is the line organization, and
25 within that line organization are what we believe the

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1 highest standards of personnel requirement and
2 expertise in nuclear safety, and we have not yet
3 transitioned out of that need as demonstrated in many
4 cases. In the center of our organization is our
5 safety and quality program, and that really is a --
6 that's where our independent assessment comes from,
7 and typically our independent assessment organization
8 has drawn on NRC and other types of background and,
9 you know, regional administrator level, again,
10 looking for the highest standards that we can deploy
11 there. On the top of the organization, you see an
12 entity called Joint Company Union Safety Committee
13 where our union members are also and our building
14 trade members are very involved with our assessment
15 as well. Next slide please.

16 I'll go through these relatively quickly.
17 We have a series of implementing directives that
18 drive project self-assessment so we take the orders,
19 proceduralize those, and then roll them into an
20 implementation program at the Site, and the ongoing
21 self-assessments provide a continuing basis,
22 verifying desired standards of performance are being
23 achieved. Next slide please.

24 Our independent assessment program is
25 driven through our procedure 003, and it formally

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1 conducts and documents evaluations performed by
2 qualified individuals, groups, or organizations that
3 are not part of the line entity. It measures items
4 and service quality, and adequacy of the work
5 performance, and planning and scheduling assessment
6 activities are on a schedule basis, and we use an
7 annual, periodic, conditional, and management
8 directed approach. Next slide please.

9 I mentioned that on a quarterly basis our
10 SMPs [Safety Management Program] are reviewed in
11 detail, all 17 of them, and that's an ongoing and
12 formal review that's conducted with the DOE so that
13 we track and trend performance in each of those
14 arenas. I mentioned our SAC [Safety Analysis Center]
15 center. This is an event or activity where on a
16 daily basis the senior line managers, their safety
17 manager, and my senior management, get together and
18 review the events of the day, they're categorized
19 from one, which would be extremely minor, all the way
20 to a five, which would be very, very significant
21 event, we track and trend that data. Next slide
22 please.

23 The frequency of our self-assessments was
24 a line of inquiry. We -- as I said, we conduct them
25 annually, quarterly, monthly. We've completed over

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1 600 discreet formal assessments, 26 were independent,
2 and one was joint with RFFO [Rocky Flats Field
3 Office]. The line organization has conducted 611,
4 and 108 corrective actions were identified and
5 entered into the tracking system. Using our SAC
6 system, we have tracked 1700 events, and we also use
7 a leading indicator program where through walking
8 around in the field, we use a card system that we
9 roll up every day, where we're looking for good and
10 bad observations. Next slide, please.

11 The scope of the assessment topics under
12 conduct of ops, work control, and document management
13 we conducted, as you can see, 134 and six
14 independent. In the area of criticality and safety,
15 and nuclear and safety, 43 and eight, and I won't go
16 through those, but we have taken a broad range of
17 assessment activities in that area.

18 You asked a question about implementation
19 of 226.1. We believe that at Rocky Flats there are
20 not a lot of things needed to implement this
21 activity, and that we retain the technical assets and
22 resources available now or on demand to implement
23 this, and one of the things that we have the ability
24 to do is to go outside and acquire assets, safety
25 assets, technical assets, as we see needed to do

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1 this. Implementing approach would be just contract
2 direction, and we would be ready to implement within
3 six months.

4 Slide 12 is just additional detail on
5 what would be needed to fully comply with that draft
6 guidance.

7 I wanted to get to our technical
8 staffing. We have 170 safety, technical and
9 assessment support people at the site, and within the
10 independent -- and those are within the line
11 organization, and then within the safety and central
12 program we have 30. This is dedicated independent
13 assessment staff, with formal qualification process,
14 are matrixed as needed. This year our safety staff
15 in the area of industrial hygiene and occupational
16 safety has actually increased because of the
17 additional decommissioning wiring-type activity and
18 elevated surface work. There are no constraints on
19 safety resources that we need to acquire for the
20 Site, and it fully supports implementation of our
21 program.

22 You questioned the corrective action
23 program. That is also governed by formal manuals at
24 the site, and we basically use a causal analysis
25 manual. We have a corrective action process, Price-

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1 Anderson Program Manual, and the self-assessment
2 program feeds directly into our corrective action
3 program, and it's entered into PASS [Price-Anderson
4 Screening System], and I've just taken during Fiscal
5 Year '03 the various tracking areas, how many were
6 entered, and how many were closed. As you can see,
7 for example, under the PASS system, we had some
8 things that were delinquent from being closed before
9 we accelerated that, and we're able to accomplish
10 more than what we had entered in.

11 High significant safety issue receive
12 formal causal analysis. We use, at a minimum, five
13 different approaches, barrier analysis, all the way
14 through Phoenix, and the Site, one of your last
15 questions was, is the Site's corrective action
16 program, if it's undergone several significant
17 revisions, you know, what's its status, and we
18 believe it is mature, but we also recognize that
19 continuous improvement and vigilance are required,
20 and we need increased focus to screening of
21 corrective actions that can prevent reoccurrence at
22 Rocky Flats. Thank you very much.

23 CHAIRMAN CONWAY: Dr. Eggenberger?

24 VICE CHAIRMAN EGGENBERGER: Yes, I have a
25 question. With respect to self-assessments, I assume

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1 that you're looking at work planning --

2 MR. PARKER: Yes, sir.

3 VICE CHAIRMAN EGGENBERGER: -- and on a
4 self-assessing basis, and other. How is that going
5 and how much longer will that effort be continued?

6 MR. PARKER: I believe that we are nearly
7 complete with that assessment, and in fact, I sat
8 through a debrief approximately a week and a half ago
9 where we got direct feedback on ongoing problems with
10 the use of a standard work package, as opposed to one
11 that is specifically designed for the work and
12 hazards that are unique to decommissioning. So we're
13 prepared to brief you on that and will be briefing --
14 I think you --

15 VICE CHAIRMAN EGGENBERGER: Yeah, I was
16 going to say, has DOE been debriefed?

17 MR. PARKER: I know that they've heard
18 the first phase of this, absolutely.

19 VICE CHAIRMAN EGGENBERGER: Oh, okay.

20 MR. LOCKHART: We haven't gotten the
21 formal debrief. I believe that's being scheduled.
22 We're expecting that.

23 VICE CHAIRMAN EGGENBERGER: Okay. Yeah,
24 we'd like to hear that. Thank you.

25 CHAIRMAN CONWAY: Dr. Mansfield?

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1 DR. MANSFIELD: No, nothing.

2 CHAIRMAN CONWAY: Dr. Matthews?

3 DR. MATTHEWS: You had a couple of fairly
4 significant incidents in the last year, the defacing
5 of filters and the fire, and I was curious what
6 lessons learned did you take back from those two
7 incidents, and how have you applied those?

8 MR. PARKER: Related to the fire, I
9 believe that there were many indicators and flashing
10 lights that were telling us, and clearly one of the
11 root causes of the fire, and what was related at work
12 planning, there were some flashing lights that were
13 going off well in advance that told us that we were
14 using a work package that wasn't going to work for
15 these kind of unique, even though a glove box looks
16 like a glove box, looks like a glove box, and we
17 picked what we thought was the simplest glove box at
18 Rocky Flats, and we know what the outcome is, so the
19 -- I believe that any time you ignore your indicators
20 you're going to get in trouble. That would be a
21 great lesson learned for everybody in this room.

22 DR. MATTHEWS: But my question is, how
23 have you applied those lessons learned at Rocky Flats
24 to prevent it happening again?

25 MR. PARKER: We have largely discontinued

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1 the use of what we call a standard work package, and
2 are going to a unique work package for every
3 situation that we're going to encounter.

4 DR. MATTHEWS: I do have one more
5 question. Mr. Lockhart talked about by April the
6 criticality hazard should be eliminated from your
7 Site. So I was wondering what remaining nuclear
8 hazards you have, and when will they be eliminated?

9 MR. PARKER: We basically have hold-up,
10 minor amounts of hold-up, in 707, and in 371. Those
11 are largely either contained in one remaining
12 hydroform press in 707 and some ducts and a glove box
13 in 371. We are removing that hold-up as we speak,
14 and we believe that the significant hold-up that
15 would lead in to a criticality will be eliminated
16 from the Site in March of next year.

17 DR. MATTHEWS: March of '04?

18 MR. PARKER: Yes, sir.

19 DR. MATTHEWS: Okay, but what about other
20 contaminations and other potential radioactive
21 related type --

22 MR. PARKER: Oh, I'm sorry. Well,
23 radiological hazards are going to continue to be a
24 problem at Rocky Flats. Certainly we've had 18 skin
25 contaminations at the Site, and so that's going to be

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1 an ongoing issue, and something we're not going to be
2 able to move on past until the radiological issues
3 are gone, and then I would say waste management,
4 efficient management of our waste operations, we
5 still have about a year of trans-uranic shipping to
6 do. We also have low-level activities into Nevada,
7 and then finally, what represents a very large
8 personal injury activity is out industrial hazards,
9 falling, hoisting of rigging, large equipment on the
10 Site, those activities are top priority.

11 DR. MATTHEWS: Thank you.

12 CHAIRMAN CONWAY: The Board recently
13 submitted to DOE what I guess I would call a case
14 study on the fire at Rocky Flats. Have you had a
15 chance to see that?

16 MR. PARKER: Is this a --

17 CHAIRMAN CONWAY: Within the last week is
18 when it was submitted.

19 MR. PARKER: Was this a letter that --

20 CHAIRMAN CONWAY: A letter and reports,
21 with the back-up reports --

22 MR. PARKER: Yes.

23 CHAIRMAN CONWAY: Our staff reports.

24 MR. PARKER: Three attachments, 31 pages.

25 I've read it in detail.

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1 CHAIRMAN CONWAY: Okay. Have you had a
2 chance, Mr. Lockhart?

3 MR. LOCKHART: Yes, sir.

4 CHAIRMAN CONWAY: Well, number one, I
5 would hope you would take that into consideration as
6 you finalize your analysis, and number two, I would
7 be interested in hearing anything back from you if
8 you take exception with any of the conclusions and
9 observations made by our staff. So that's an open
10 invitation to you to do so. Anybody have anything
11 else?

12 DR. MANSFIELD: Just one more thing under
13 standard work packages. Your commitment not to rely
14 so heavily on standard work packages is commendable.

15 That doesn't mean the work packages can't be
16 identical if your work planning shows that a
17 previously prepared one works. There's always the
18 weakness there, I counsel you, that because it's
19 easier to do it that way, it ought to be done that
20 way more often.

21 MR. PARKER: That's right.

22 DR. MANSFIELD: That's all I have, Mr.
23 Chairman.

24 CHAIRMAN CONWAY: Thank you. I thank you
25 for your attendance here today, and for your

1 assistance, and one other comment I guess, and that
2 is 371 I've seen to be a problem for a long time.
3 Are you satisfied you've got good management control
4 there?

5 MR. PARKER: I am absolutely convinced
6 that our management will get that job done. It's --

7 CHAIRMAN CONWAY: Well, it's just been --
8 371 traditionally has been a problem area.

9 MR. PARKER: It's a tough building.

10 CHAIRMAN CONWAY: Jessie, did you want to
11 say something? Please come forward. Thank you.

12 MS. ROBERSON: Thank you, sir. Three
13 things --

14 CHAIRMAN CONWAY: Jessie, for the record,
15 would you tell us who you are so the record shows.

16 MS. ROBERSON: Jessie Roberson, Assistant
17 Secretary for Environmental Management for DOE.

18 CHAIRMAN CONWAY: And former Member of
19 this Board.

20 MS. ROBERSON: And former Member of the
21 Board. Thank you very much. I really enjoyed today.

22 There were three things that I really feel fairly
23 strongly that I would like to comment on. Those
24 three are the proposed -- the new draft DOE oversight
25 policy, accelerated clean-up [and its impact on

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