




Department of Energy
Washington, DC 20585

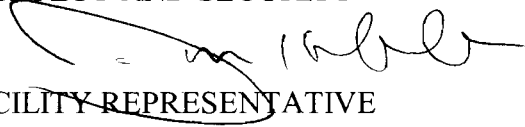
July 16, 2008

MEMORANDUM FOR DISTRIBUTION

FROM:


MARK B. WHITAKER

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NUCLEAR FACILITIES SAFETY BOARD
OFFICE OF HEALTH, SAFETY AND SECURITY

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SUBJECT: 2008 Department of Energy Facility Representatives
Workshop Summary

The 2008 Department of Energy (DOE) Facility Representatives (FR) Workshop was held in Las Vegas, NV, May 13-15, 2008. The objectives of the workshop were to share lessons learned from FR programs across the complex and to provide information to help FR carry out their responsibilities. The theme of this year's workshop was: *The Leadership Role of Facility Representatives*. A total of 135 DOE personnel attended, including 53 FR, representing every major DOE program and field office.

Keynote addresses were delivered by the National Nuclear Security Administration (NNSA) Principal Deputy Administrator, William C. Ostendorff, and NNSA General Counsel, David Jonas. Perspectives were also provided by the Pacific Northwest Site Office Manager, Michael Weis, and Defense Nuclear Facilities Safety Board Board Member, the Honorable Larry W. Brown. The DOE Chief Health, Safety and Security Officer, Glenn S. Podonsky, addressed the attendees and presented the 2007 Facility Representative of the Year award to Glyn D. Trenchard from the Office of River Protection.

Participant feedback was positive. The attached summary provides the workshop agenda, list of attendees, FR program contacts, summary of achievements of the 2007 Facility Representative of the Year Award winner and nominees, and workshop survey results.

Please call James Heffner at (202) 586-3690 if you have any questions or comments regarding the workshop or the FR program.

Attachment



Distribution List for 2008 DOE Facility Representatives Workshop Summary:

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Manager, Oak Ridge Office
Manager, Office of River Protection
Manager, Pacific Northwest Site Office
Manager, Pantex Site Office
Manager, Portsmouth/Paducah Project Office
Manager, Richland Operations Office
Manager, Sandia Site Office
Manager, Savannah River Operations Office
Manager, Savannah River Site Office (NNSA)
Manager, Y-12 Site Office
Facility Representative Sponsors
Facility Representative Steering Committee
Facility Representatives
Workshop Attendees

2007 DOE Facility Representatives Workshop Summary

I. Workshop Purpose

The Department of Energy (DOE) Facility Representatives Annual Workshop was held in Las Vegas, NV, from May 13-15, 2008. The objectives of the workshop were to share lessons learned from Facility Representative Programs across the complex and to provide information to help Facility Representatives carry out their responsibilities.

The theme of this year's workshop was: *The Leadership Role of Facility Representatives*. Workshop remarks and presentations were aimed at promoting Facility Representatives' leadership qualities and their influence on contractors.

II. Workshop Results

A. Workshop Attendees

A total of 135 DOE personnel attended, representing every major program and field office. Attendees included 53 Facility Representatives, representing 29 percent of the Facility Representative community. Appendix A provides a complete list of the workshop attendees and a summary of the percentage of Facility Representative attendees by field office.

B. 2007 Facility Representative of the Year Award

The DOE Chief Health, Safety and Security Officer, Mr. Glenn S. Podonsky, presented the 2007 Facility Representative of the Year Award to Glyn Trenchard from the Office of River Protection (ORP).

A total of 13 Facility Representatives were nominated for the award, and each received a congratulatory letter from the Secretary of Energy at the workshop. Appendix B summarizes the achievements of the winner and other nominees.

C. Workshop General Sessions and Panel Discussions – Summary

The agenda of the 2008 Facility Representatives Workshop is provided in Appendix C.

Mr. William (Bill) C. Ostendorff, National Nuclear Security Administration (NNSA) Principal Deputy Administrator, provided the opening day keynote address. He discussed the importance of Facility Representatives with respect to technical competence, their presence in their respective facilities, and their significance to senior Departmental leaders.

Leadership was the theme of the presentations by NNSA General Counsel, Dave Jonas, Pacific Northwest Site Office (PNSO) Manager Mike Weis, and Shane Bush of BushCo, Inc. Mr. Jonas, who delivered the keynote address on the morning of the second day, spoke of leadership in the Federal government. Drawing on his military and civilian background, he gave examples and emphasized the importance of doing the right thing, whether in the presence of bureaucratic opposition, or even when addressing contentious issues in one's own organization. Mr. Jonas emphasized that the ultimate customer of all of our work is the American people, and we need to

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keep this in mind in all we do. Mr. Weis provided a site office manager's perspective on what it takes to be a leader and covered the differences between leadership, management, and technical expertise. Mr. Bush's presentation, titled *Whole Brain Thinking for Future Leaders*, focused on leadership opportunities and the influence of Facility Representatives on the human performance of site contractors.

Also highlighting the agenda were remarks by Larry W. Brown, a member of the Defense Nuclear Facilities Safety Board (DNFSB). In his remarks Mr. Brown acknowledged the roles of Facility Representatives and Safety System Oversight and Federal Technical Capability Panel (FTCP) personnel in maintaining safe operations at facilities across the DOE complex. He noted that DNFSB closely monitors DOE reports on these safety oversight programs. He also commended the increase in the technical qualification rate over the past year but noted that there is still room for improvement, as some DOE sites remain below the 80 percent objective in one or more areas. Mr. Brown concluded his remarks by advocating the development of a more unified safety oversight community.

The Facility Representatives' presentations on lessons learned and good practices were again a central component of the workshop. A total of 18 Facility Representatives provided presentations on operational, technical, and programmatic topics. The presentation by Ed Garza, Idaho Operations Office (ID), titled "Readiness Assessments Lessons Learned," was voted Most Outstanding Presentation. Honorable mentions were given to Jim Geringer, ID, Heather Trumble, Sandia Site Office (SSO), and Mark Brown and Ron Frink, ORP.

Other items on the agenda included:

- Operations Oversight Panel Discussion – Bob Goldsmith, Director, Environmental Management Operations Oversight; Don Nichols, Chief Defense Nuclear Safety (CDNS); and Todd Lapointe, Chief of Nuclear Safety (CNS)
- Overview of the National Training Center (NTC) – Jim Szenasi
- Discussion of guidance for use of Facility Representatives in project roles proposed for inclusion into DOE-STD-1063 – Jerry Lipsky
- New Causal Factors Analysis Process to Support a High Reliability Organization – Dr. Richard Hartley
- Office of Health, Safety and Security (HSS) Safety Directives Project Plan – Stephen Kirchhoff
- Status of the revision to the Conduct of Operations Requirements Order – Bob Seal.

Each of the three days included general discussions, with question-and-answer periods and some lively discussion of management expectations and effective facility oversight. The workshop concluded with tours of the Nellis Air Force Base (AFB) Remote Sensing Laboratory (RSL) and the Cirque Du Soleil implementation of entertainment safety at the MGM Hotel KÀ Theater.

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D. Workshop Presentation Materials

Workshop presentation materials and pictures will be made available on the Facility Representative website at <http://www.hss.doe.gov/deprep/facrep/>

E. Summary of Participant Surveys

Workshop participants were asked to complete a survey regarding the workshop. Appendix D provides the survey results.

Appendix E provides contact information for Facility Representatives program sponsors, Headquarters and site Steering Committee members, and all Facility Representatives.

F. Acronyms

Appendix F contains a listing of all acronyms used in this attachment.

2007 DOE Facility Representatives Workshop Summary

Appendix A: Attendees

Facility Representatives (FR) In Attendance by Field/Site Offices

DOE Office	Total Facility Representatives	Facility Representatives at Workshop	
		Number	Percentage
AMES Site Office (AMSO)	1	0	0%
Argonne Site Office (ASO)	5	0	0%
Brookhaven Site Office (BHSO)	5	1	20%
Carlsbad Field Office (CBFO)	2	0	0%
Fermi Site Office (FSO)	2	1	50%
Idaho Operations Office (ID)	22	9	41%
Livermore Site Office (LSO)	10	4	40%
Los Alamos Site Office (LASO)	10	4	40%
New Brunswick Laboratory (NBL)	1	1	100%
Nevada Site Office (NSO)	9	4	44%
Oak Ridge Operations Office (OR)	20	2	10%
Office of River Protection (ORP)	12	5	42%
Pacific Northwest Site Office (PNSO)	2	0	0%
Pantex Site Office (PXSO)	10	1	10%
Portsmouth Paducah Project Office (PPPO)	4	1	25%
Richland Operations Office (RL)	19	5	26%
Sandia Site Office (SSO)	11	5	45%
Savannah River Operations Office (SR)	22	5	23%
Savannah River Site Office (SRSO)	4	2	50%
West Valley Demonstration Project (WVDP)	1	1	100%
Y-12 Site Office (YSO)	11	2	18%
Total	183	53	29%

Attendees by Name

First	Last	Organization	Office	Phone	E-Mail
Ron	Alderson	NNSA	NSO	702-295-0177	Alderson@nv.doe.gov
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Xavier	Aponte	NNSA/NSO	NSO	702-295-1852	apontex@nv.doe.gov
Dennis	Armstrong	AMSO	NSO	702-295-3970	armstron@nv.doe.gov
Geoffrey	Beausoleil	ID	ID	208-526-5558	beausogl@id.doe.gov
William	Bell	DOE	SR	803-557-3773	william.bell@srs.gov
Brian	Biro	OOD	RL	509-539-2825	brian_a_biro@rl.gov
Pat	Bisese	EI Review & Company, INC.	OR	865-966-2900	pat@eireview.com

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Appendix A: Attendees

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Appendix B: Facility Representative of the Year Award Winner and Nominees

A. 2007 Award Winner

Glyn D. Trenchard, Office of River Protection

Background: Senior Tank Farm Facility Representative, ORP, at the Hanford Site, Richland, WA. The ORP Mission is to retrieve and treat the 53 million gallons of radioactive and toxic tank waste from 177 large, underground storage tanks, and close the Tank Farms to protect the Columbia River. Glyn has been a qualified Tank Farm Facility Representative for the past nine years.

Glyn maintains Facility Representative qualifications for, and is assigned to, two nuclear facilities: the Waste Feed Operations portion of the Tank Farms, and the 242-A Evaporator. His duties include:

- **Facility Representative:** Operations and maintenance oversight of Tank Farm and 242-A evaporator maintenance and operations: tank-to-tank waste transfers, evaporator operations (tank waste volume reduction), routine preventive and corrective maintenance, nuclear safety basis compliance, worker safety and health regulatory compliance, radiological control regulatory compliance, and environmental protection and compliance.
- **Voluntary Protection Program (VPP) Primary Point-of-Contact (POC):** Primary POC for ORP for the DOE VPP: Reviews and evaluates contractor VPP applications, conducts VPP assessments of contractor VPP programs, participates in and observes contractor VPP self-assessment activities, coordinates Headquarter VPP on-site reviews with the DOE HQ VPP program manager.
- **Employee Concerns Investigator:** Interviews concerned individuals to understand the employee concerns, investigates the concerns, teams with DOE SME, evaluates the information and data collected, documents the process and evaluation results, and discusses the concern closure with the Concerned Individual.

Glyn serves as a Senior Facility Representative directly supporting line management in the field oversight of Double-Shell Tank (DST) operations. In this role, Glyn has made significant contributions to the ORP mission. He has demonstrated outstanding leadership skills, exceptional knowledge of engineering and safety standards, and a keen ability to identify safety and performance improvements while assessing a broad range of contractor operations, work activities, and programs. He has ensured facilities are operated safely by evaluating field conditions and programs in relationship to nuclear safety, industrial safety, maintenance, engineering and conduct of operations standards.

This past year Glyn performed his assigned Facility Representative duties in a manner that consistently exceeded standards of excellence. Examples of Glyn's notable contributions and accomplishments during 2007 included:

- **Identified process improvements that reduced risk, improved safety and efficiency and reduced cost.** His extensive experience, education, technical expertise, and system knowledge have had a direct effect on the contractor improving efficiency and conduct of

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Appendix B: Facility Representative of the Year Award Winner and Nominees

operations while maintaining high safety standards. His operational knowledge and attention to detail in DST transfers identified that the contractor was using excessive raw water flush volumes due to timing of the flushes. Excessive raw water use in the Tank Farms increases waste volume, decreases available tank space for waste retrieval operations, and results in additional 242-A Evaporator operations for waste volume reduction. Working with the contractor's engineering and operations organization, he demonstrated that lower flush volumes on an improved schedule based on pump efficiency would be as effective as larger flush volumes. Using persuasive means and technically accurate analysis, he was successful in instituting process changes to use a lower flush volume, decreasing the volume of water added to the DST system. This resulted in work efficiencies and significant cost savings. Additionally, his efforts enhanced safety through the reduced need to perform additional waste transfers and evaporator operations.

- **Identified hazards that were not included in the facility safety analysis.** Glyn's technical acumen is complemented by a natural ability to communicate complex ideas and technical details with others in an understandable manner. This was exemplified when he was confronted with an issue concerning caustic additions to one of the catch tanks. After a detailed review of the nuclear safety requirements, related documents, and thorough system review, he discovered that the contractor had not considered all hazards for the operation. The operation was subsequently determined to be a violation of the nuclear safety basis. His keen understanding of system operations and nuclear safety requirements resulted in a thorough analysis of the operational hazards and change to the safety basis requirements.
- **Volunteered to lead an assessment team during critical operations to increase the fill height operating limit in DSTs.** He developed a comprehensive assessment plan, assembled a technically competent team, and produced an assessment report that objectively and accurately evaluated contractor operational performance. This complex assessment included both operations oversight and evaluation of engineering structural analyses. His leadership ultimately resulted in the safe completion of the operation, successfully increasing the storage capacity of the DST system, directly supporting the mission to retrieve waste from the Single-Shell Tanks (SSTs).
- **Developed the technical basis to support negotiations with regulatory agencies.** Glyn's depth of experience and expansive knowledge of Hanford Tank Farms operations were demonstrated when he was tasked to support the negotiations between ORP, the Environmental Protection Agency (EPA) and the Washington State Department of Ecology for the Hanford Federal Facility Agreement and Consent Order. Glyn served as a technical expert in determining a legally binding schedule for retrieval of Hanford Tank Farms SSTs and management of space in the DSTs to support the cleanup of these facilities under the Resource Conservation and Recovery Act of 1976 (RCRA). Addressing issues that are often contentious, his operations knowledge was key to crafting realistic schedules and milestones in ORP's proposal to the regulators for long-term commitments for Hanford Tank Farms cleanup. These negotiations also have intense regional interest and he also stepped in for the Assistant Manager for Tank Farms in briefing these milestones to stakeholders and tribal government representatives.

2007 DOE Facility Representatives Workshop Summary

Appendix B: Facility Representative of the Year Award Winner and Nominees

- **Improved ORP's event response capability through Human Performance Improvement (HPI) principles.** Glyn was chosen by ORP senior management to lead an ORP management assessment of the human performance aspects of DOE ORP's response to a recent spill of tank waste. Through his HPI training and experience, coupled with his detailed understanding of event response and notification requirements, he was able to conduct a thorough analysis of the weaknesses in ORP management systems that became evident during and following the S-102 Tank Waste Spill event. He was able to analyze the sequence of events, understand the context of the actions, develop a detailed, understandable written analysis of the human performance failures, and effectively communicate the results of the analysis to senior ORP management. As a result of his detailed report and formal briefings, ORP senior management had a comprehensive understanding of existing latent organizational weaknesses. Corrective actions developed and implemented based on Mr. Trenchard's analysis have resulted in stronger management systems for event emergency response and notifications, and improved management understanding of required processes in emergency response responsibilities for the field office management.
- **Key participant in an Integrated Safety Management System (ISMS) verification readiness review at the 222-S Analytical Laboratory.** With a detailed knowledge of DOE's ISMS requirements, Glyn drew upon his vast assessment experience and his expert understanding of quality assurance principles and requirements as they apply to ISM and identified a significant deficiency in the contractor's assessment program. His diligence and objectivity resulted in a well-written assessment report with a detailed, factual depiction of contractor assessment programs. This directly resulted in significant improvements to contractor quality programs, and prepared the contractor for successful completion of the Phase II ISMS Verification Review.
- **Proven leadership in the DOE VPP.** As the ORP Primary POC for the DOE VPP, Glyn has achieved significant success in contractors achieving VPP Star status. Under his superior leadership, two ORP contractor organizations have maintained their VPP Star certification. One additional contractor, a small business contractor, recently received an onsite review by DOE Headquarters, resulting in a recommendation for certification at the Star level. In this role, he has provided training to contractors in conducting VPP self-assessments, evaluated contractor VPP readiness, assisted contractors with the application process and performed reviews of applications, and provided briefings on the results to the ORP Manager.

Glyn Trenchard sets the example for performing duties as a Facility Representative. His wide range of knowledge of Hanford Tank Farms operations is seen in the breadth of facilities he oversees; his leadership in planning oversight of operational activities has significantly improved contractor conduct of operations. He has been instrumental in the initial qualification, re-qualification and continuation training of all Tank Farm Facility Representatives. His contributions in furthering the ORP mission are significant and many, and management relies on him often to assess contractor programs and to ensure all facilities are operated safely and effectively. His knowledge of engineering theories, operations practices and safety standards, coupled with his keen ability to observe, evaluate and pursue improvements, exceeds the standard for outstanding performance as a DOE Facility Representative.

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Appendix B: Facility Representative of the Year Award Winner and Nominees

B. Other Nominees

Eric M. Turnquest, Argonne Site Office

Eric's assigned facilities consist of the majority of research laboratories and research areas at Argonne National Laboratory (ANL) - thus many of the 99 buildings and millions of square feet of space. Achievements include:

- Identified questionable storage and usage of concentrated perchloric acid in a research laboratory. By insistently pulling the string all the way up to top division management, he discovered a major deficiency in the division's experiment safety review and work planning and control processes.
- Identified a carbon monoxide monitor that had an alarm set point at 35 ppm, and promptly alerted the review team that the threshold limit value (TLV) for carbon monoxide is 25 ppm. Eric recommended lowering this set point to prevent any potential personnel overexposure without the monitor alarming. His persistence in resolving this issue helped the Argonne industrial hygiene SME understand and eventually agree with the recommendation.
- As part of an incident investigation for a researcher's mercury overexposure during a field experiment in Brazil, Eric identified key issues in the planning and performance of the work. His participation in the causal analysis effort was critical for improving field air monitoring, respiratory protection use and the overall work process to reduce and prevent any future mercury exposures.

John C. Martin, Idaho Operations Office

John is a Senior Facility Representative assigned to the Materials and Fuels Complex (MFC) at the Idaho National Laboratory (INL). MFC consists of eight Hazard Category 2 and three Hazard Category 3 nuclear facilities, and numerous radiological and industrial facilities. Achievements include:

- During decontamination and decommissioning of two nuclear fuel processing hoods, assay measurements taken on high efficient particulate air (HEPA) filters removed from duct work revealed the presence of U-235 in the filters that significantly exceeded previous estimates and violated the criticality zone quantity limits for U-235. John was instrumental in ensuring proper control of the unexpected fissile material, correct categorization of the event, and development of corrective actions applicable to other INL and complex-wide facilities.
- Selected by senior DOE management to lead a federal oversight review for restart of the Neutron Radiography Reactor (NRD). The restart activity involved independent reviews of changes, as well as oversight of the contractor's restart process. John conducted a thorough review and clearly communicated his findings to senior contractor and DOE management, resulting in a safe restart of the reactor in time to support mission-critical activities.

2007 DOE Facility Representatives Workshop Summary

Appendix B: Facility Representative of the Year Award Winner and Nominees

- Selected by senior management to lead ISMS Phase II implementation reviews at the Idaho Cleanup Project and Advanced Mixed Waste Treatment Plant (AMWTP) contractors in the operations area, including Hazard Identification and Mitigation, and Work Planning and Control. John and his team members identified significant weaknesses in the contractor's implementation of Conduct of Operations at the AMWTP, which prompted a management request for John to lead a follow-on review. His outstanding performance on both reviews was recognized by DOE management, resulting in an invitation by RL to participate in their ISMS validation process.

Danny K. Yee, Livermore Site Office

Danny is a qualified Senior Facility Representative assigned to Building 332 (B332) at the Lawrence Livermore National Laboratory (LLNL). B332 is a Hazard Category 2 nuclear facility whose mission is to support the nuclear weapons program through research in the physical, metallurgical, and chemical properties of plutonium. Achievements include:

- Was the primary federal oversight presence at B332 during contract transition, when the management of LLNL was transitioning from the University of California to Lawrence Livermore National Security, LLC. During this stressful time of change, Danny was focused on ensuring that contractor personnel maintained attention to detail and safety. Danny's heightened awareness of activities and increased presence at the job site contributed to B332 not experiencing any safety issues prior to contract transition and during the period of deliberate operations.
- Instrumental in ensuring that the contractor was successful in declaring readiness to perform the final disposition of a Legacy Item at B332. His substantial efforts included independent oversight of the contractor's management self assessment and Readiness Assessment (RA) processes, verification of closure to corrective actions from the contractor's RA pre-start findings, performing increased oversight of the contractor dry runs to ensure operational and safety requirements were implemented, confirming operability of safety systems through observations of surveillance requirements and maintenance activities, and observation of all phases associated with disposition of the Legacy Item.
- Provided day-to-day mentoring of two Facility Representatives-in-training while continually maintaining oversight at B332 and the High Explosives Application Facility (B191) throughout the year. His positive attitude and dedication to providing quality mentoring has led to raising the effectiveness of oversight of his fellow Facility Representatives. Danny's dedicated efforts resulted in one Facility Representative successfully completing his initial qualification and another Facility Representative-in-training in position to qualify months in advance.

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David George, Los Alamos Site Office

Dave serves as a Senior Facility Representative assigned to cover multiple Hazard Category 2 nuclear facilities within the Los Alamos National Laboratory's (LANL) Environmental and Waste Management Operations Division (EWMO). Achievements include:

- During a routine walk down of the TA-54 waste facilities, Dave observed a non-compliance tag on a customarily stored transuranic waste drum, indicating that the drum had been through the required characterization process, but failed the Waste Isolation Pilot Plant (WIPP) acceptance criteria due to its high Fissile Gram Equivalent (FGE) value. Based on the initial observation, additional controls and procedures were derived and implemented for the safe movement and storage of any high FGE waste containers at LANL.
- Potentially saved a worker's life when he observed fire system technicians performing a maintenance activity while working from a metal platform. During the activity, the workers drained portions of a pressurized fire system, flooding the walls and floor of the small riser room. Dave paused the job when he observed a 220-Volt baseboard electrical heater in contact with the wet floor. The workers had not locked or tagged out the heater or outlet breakers, and the hazards were not identified during walk downs or in the work package. The general work package, used Laboratory wide, was updated to include the newly discovered hazards and required controls.
- Utilized his knowledge, leadership and mentoring skills by contributing to the selection, training, and qualifications of his fellow Facility Representatives. Dave updated the Los Alamos Site Office (LASO) Facility Representative Phase I qualification standard and card to make it consistent with revised DOE/NNSA/LANL processes, policies and procedures.

Kevin Breen, Nevada Site Office

Kevin is the primary Facility Representative for Underground Operations (UO) facilities and activities at the Nevada Test Site (NTS), and the back-up Facility Representative for the Device Assembly Facility. UO includes both the U1A complex (U1A) and sub-critical experiments. Achievements include:

- Mentored several NNSA Future Leader program interns, including a Facility Representative in training, on several operational awareness activities he performed at his facility.
- Provided exceptional support during the THERMOS series of sub-critical experiments at the U1A (12 shots total). His contribution served to streamline completion of the series and to the successful execution of this important national security experiment.
- Received a collateral assignment as functional manager for the Nevada Site Office (NSO) Work Control program, and demonstrated superior initiative and resourcefulness by self studying the requirements and related history. On short notice and with minimal supervision, Kevin successfully coordinated and hosted a DOE/NNSA-wide Work Control working meeting at NSO in January 2008.

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Michael R. Woods, Oak Ridge Office

Mike is assigned as a Facility Representative at the High Flux Isotope Reactor (HFIR) and the newly operational Cold Neutron Source. Achievements include:

- During the installation of the HFIR cold source, Mike discovered that due to the high volume of work in progress that the contractor was failing to appropriately document equipment installation per the maintenance work package instructions. This activity had significant benefits towards ensuring a high-quality record of facility construction activities.
- Contributed significantly towards ensuring a thorough and comprehensive contractor ORR prior to HFIR resuming operation. His input was vital to the determination by the DOE ORNL Site Manager that the reactor was ready for the conduct of the DOE Operational Readiness Review (ORR).
- Selected and participated on a team that conducted a For-Cause Review of the Configuration Management program at the Molten Salt Reactor Experiment (MSRE). Mike's insightful knowledge of configuration management systems was helpful to securing successful project restart.

Earl F. Burkholder, Pantex Site Office

Earl is a Lead Facility Representative assigned oversight responsibility for a hazard category 2 nuclear facilities consisting nuclear explosive assembly and disassembly bays, nuclear materials staging facilities, and the plant metrology facilities. Achievements include:

- During routine review of Nuclear Explosive Operating Procedures, discovered that identifiers in these procedures denoting steps critical to nuclear explosive safety were randomly being lost or relocated when procedure changes were incorporated. As a result of this finding, the contractor was required to improve operating procedures, processes and training. Earl worked with contractor personnel to resolve issues and ensure performance expectations were satisfied
- Participated on one NNSA ORR team and four NNSA RA teams.
- Assigned as a team member on the Safety Basis Review Team for the development of the W80 weapon program Hazard Analysis Report.

Dennis C. Humphreys, Richland Operations Office

Dennis is assigned as a Facility Representative for the K Basins Closure Project (KBCP) which is comprised of K-East and K-West Basins and the Cold Vacuum Drying Facility (CVDF). All three facilities are Hazard Category II facilities located adjacent to the Columbia River. Achievements include:

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- Dennis' dedicated oversight has significantly improved contractor performance as evidenced by exceptionally low injury rates, improved occurrence report metrics, and decreased identification of issues. When initially assigned to K-Basins in January 2005, the project was plagued by poor Conduct of Operations and poor efficiency in accomplishing work.
- Served as the operations sub-team leader for the ISMS Phase II team verifying Washington Closure Hanford, LLC (WCH). His leadership helped complete the verification that found improvement in WCH safety performance and a successful verification.
- Applied extensive lockout/tagout policy knowledge to support planning for a Site-wide lockout/tagout program applicable to all Hanford contractors and field offices (RL and ORP).

Teresa Tomac, Savannah River Operations Office

Teresa serves as a Facility Representative in the Closure Project organization at the Savannah River Operations Office (SR). Achievements include:

- Identified an improper approach to re-starting the A-Area Steam Plant steam distribution system following an outage which may have caused a water hammer event with significant personnel safety and/or equipment damage implications.
- While overseeing decontamination and decommissioning work in F-Area, Teresa convinced the contractor to stop work when she observed cutting of radiologically contaminated piping that had the potential for the pipe remnant to fall on the worker's extremities and cause potentially severe injury and spread of contamination. Contractor management re-instructed work crews on the proper methods to secure piping when cutting.
- Identified significant issues with site-wide impact regarding the contractor's ineffective ISMS implementation while serving as Deputy Team Leader for the Site's first Type I Assessment of Radiological Controls.

Edwin Deshong, Savannah River Site Office

Edwin serves as a Facility Representative for the Tritium Facilities. Achievements include:

- Identified two mechanics using a fall protection device that was no longer allowed and notified their management. As a result, all such devices were removed from the facility and training was performed for all personnel on the correct equipment.
- Identified several safety issues at a newly constructed wetlands project and followed through to ensure they were corrected.
- Discovered that a gas cylinder erroneously connected to a manifold in the packaging area of the Tritium Facilities. The violation was reported in the Occurrence Reporting and Processing System and corrective actions were implemented to prevent recurrence.

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Wayne Walker, Sandia Site Office

Wayne serves as a Facility Representative in Construction and Balance of Plant. Achievements include:

- Activities with Work Control led to better implementation of the Sandia ISMS. He identified enhancements that were incorporated by Sandia for control of work with construction and the balance of plant activities.
- Focused on Fall Protection and Ladder Safety in an effort to maintain a safe working environment. The outcome of Wayne's attention on these items resulted in Sandia identifying over 150 ladders in 2007 that were no longer serviceable.
- Championed implementation efforts within the Facility Representative group of Pegasus as its Action and Correspondence Tracking System. He learned how to use the system, taught others how to use it, and populated the system with the majority of data in 2007, enabling the Site Office to perform trending on Sandia's performance.

Anthony (Tony) Dull, Y-12 Site Office

Tony is assigned to as Facility Representative for the Special Materials Operations (SMO), Technology Development Organization (TDO) and Depleted Uranium Processing facilities. These facilities include two Hazard Category 2 and two Hazard Category 3 Nuclear Facilities, in addition to two chemically hazardous facilities. Achievements include:

- Identified serious health and safety deficiencies in a nuclear production and storage facility with 90 full-time occupants. As a direct result his efforts, management initiated prompt measures to relocate all facility personnel and transfer production operations to other facilities.
- Directly contributed to accomplishment of mission-essential stockpile work by discovering that the implementation of Conduct of Operations did not support the required rigor in implementing the "scientific method" for a production effort.
- Provided input to the contractor's performance-improvement initiative and assisted in motivating the contractor to improve machine-shop productivity and remove waste from Building 9204-2. This joint initiative was successful in doubling production by improving efficiency and set up times, as well as optimizing task sequencing.

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Appendix C: Workshop Agenda

Monday, May 12

5:00 to 7:00 p.m. Pre-register and check-in to pick up Workshop Booklets, Welcome Folders, Agenda, and Name Tag

Day 1: Tuesday, May 13

6:30 to 7:45 a.m. Pre-register

8:00 a.m. Opening Remarks
James Heffner, Facility Representative Program Manager

8:15 a.m. Welcome from the Nevada Site Office
Stephen Mellington, Acting Manager, NSO

8:30 a.m. Keynote Address
William C. Ostendorff, NNSA Principal Deputy Administrator

9:00 a.m. Site Office Manager's Perspective on Facility Representative Leadership Expectations
Michael Weis, Manager, PNSO

9:30 a.m. Perspective from the Defense Nuclear Facilities Safety Board
The Honorable Larry W. Brown, DNFSB Member

10:30 a.m. Break

10:45 a.m. Facility Representative of the Year Presentation
Glenn S. Podonsky, Chief Health, Safety and Security Officer, HSS

11:45 p.m. Lunch

1:00 p.m. Presentation & Group Exercise,
Leadership opportunities that Facility Representatives have on the Human Performance of site contractors Shane Bush, BushCo, Inc.

3:00 p.m. Break

3:15 p.m. Presentation & Group Exercise, *continued*
Shane Bush, Bush Co, Inc.

5:00 p.m. Adjourn

Day 2: Wednesday, May 14

8:00 a.m. Introduction
James Heffner

8:05 a.m. Keynote Address
Dave Jonas, General Counsel, NNSA

9:00 a.m. Operations Oversight Panel Discussion
Moderator: Brendan Burns
Bob Goldsmith, Director, EM Operations Oversight
Todd Lapointe, CNS
Don Nichols, CDNS

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Appendix C: Workshop Agenda

- 10:00 a.m. Break
- 10:15 a.m. Optional Breakout Sessions
- Option #1: FR Roles on Integrated Project Teams
Jerry Lipsky, Y-12
- Option #2: Overview of DOE National Training Center – Safety Training
Jim Szenasi, NTC
- 10:45 a.m. Facility Representatives Sharing of Good Practices and Lessons Learned
- Packaging and Shipping SARPs
Kevin Gray, SSO
 - Facility Deactivation
William Bell, SR
- 11:30 a.m. New Causal Factors Analysis Process to Support a High Reliability Organization
Richard Hartley, BWXT Pantex
- 12:15 p.m. Lunch
- 1:30 p.m. HSS Safety Directives Project Plan / Revision to Conduct of Operations Requirements Order
Stephen Kirchhoff, Chief of Staff, HSS
Bob Seal, ID
- 2:00 p.m. Facility Representatives Sharing of Good Practices and Lessons Learned
- Construction Safety Lessons Learned from the Waste Treatment and Immobilization Plant Project
Jim Navarro, ORP
 - The Changing Role of the Facility Representatives from Facility Operations to Demolition and Decontamination
David George, LASO
 - Tritium Extraction Facility HVAC Lessons Learned
Edwin R. Deshong and Andrew Kuo, SRSO
 - Legacy Issues Lessons Learned
Tony Dull, YSO
- 3:20 p.m. Break
- 3:40 p.m. Facility Representatives Sharing of Good Practices and Lessons Learned
- Building 151 Electrical Shock Event
Sherman Chao, LSO
 - Conduct of Operations Improvements at K Basins
Dennis Humphreys, RL
 - Molten Salt Reactor Experiment (MSRE) facility lessons learned
Charlie Wright, OR
 - Comparing DOD Risk Management and DOE ISM, A “New” Facility Representatives Perspective
Adam Janczewski, BHSO
- 5:00 p.m. Adjourn

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Appendix C: Workshop Agenda

Day 3: Thursday, May 15

- 8:00 a.m. Introduction
James Heffner
- 8:10 a.m. Facility Representatives Sharing of Good Practices and Lessons Learned
- Natural Gas Deflagration Occurred Inside an Electric Fire Water Pump Controller
Daniel Carter, LASO
 - Trench Box Personnel Injury
Danny Punch, PXS0
 - Readiness Assessments Lessons Learned
Ed Garza, ID
 - High Flux Isotope Reactor (HFIR) Cold Source Restart Activities
Michael Woods, OR
- 9:30 a.m. Break
- 9:45 a.m. Facility Representatives Sharing of Good Practices and Lessons Learned
- Tank S-102 Waste Spill Event Summary and Lessons Learned
Ron Frink and Mark Brown, ORP
 - 2007 INL Wildland Fire Event
Jim Geringer, ID
 - Remote Worker Program
Scottie Fryar, SR
 - Tonopah Recovery Lessons Learned
Heather Trumble, SSO
- 11:30 a.m. Program Summary – James Heffner
- 12:00 p.m. Lunch
- 1:30 p.m. Tours: Cirque du Soleil and Nellis AFB, RSL

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Appendix D: Survey Results

Responses

Facility Representatives	40
Non-Facility Representatives.....	13
Total	53

Question 1: In what capacity are you attending?

I am a Facility Representative.....	40
I have programmatic responsibilities for Facility Representatives.....	5
I am a Speaker/Panel Member	3
Other	8

Question 2: Generally how informative did you find the sessions at this year’s Workshop?

	<u>Responses</u>	<u>Average Score</u> <small>(5 = extremely informative, 0 = not informative)</small>
<u>Day One Topics</u>		
Keynote Address (William C. Ostendorff)	51	4.1
Site Office Manager's Perspective (Michael Weis, PNSO)	51	4.2
DNFSB Perspective (Larry W. Brown, DNFSB)	51	3.7
Presentation & Group Exercise (Shane Bush, BushCo, Inc.)	43	4.5
<u>Day Two Topics</u>		
Keynote Address (Dave Jonas, NNSA)	45	4.0
Operations Oversight Panel Discussion (D. Nichols; B. Goldsmith; T. Lapointe)	44	3.4
FR Roles on Projects (Jerry Lipsky, Y-12)	24	3.7
Overview of DOE National Training Center (Jim Szenasi, NTC)	24	3.0
New Causal Factors Analysis (Richard Hartley, BWXT Pantex)	28	3.6
HSS Safety Directives Project Plan (Steve Kirchhoff, HSS; Bob Seal, ID)	42	3.7
<u>Overall Assessments</u>		
Overall assessment of Good Practices and Lessons Learned	47	3.9
Overall assessment of Workshop	47	4.1

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Appendix D: Survey Results

Survey Question 3: (Facility Representatives Only) What is the most significant obstacle limiting your effectiveness as a Facility Representative?

No significant obstacles7

Too many administrative duties.....4

Poor technical support by subject matter experts (SMEs).....5

Too much work, not enough Facility Representatives.....6

Unclear expectations.....4

Can't get needed training3

Too many collateral duties.....9

Lack of management support.....3

Inadequate management interaction3

Other None Specified.....2

Poor support from SSOs1

Disconnect between Senior Line Management and Facility Representatives priorities.....1

Survey Question 4: Rank your preferences for next year's workshop location. (1-most preferred, 6-least preferred)

<u>Location</u>	<u>Average Score</u>
	(1 = Most preferred, 6 = Least preferred)
Las Vegas	2.3
San Francisco	2.8
Denver	3.4
Chicago	4.1
Albuquerque	4.5
Washington D.C.	4.5
Knoxville	4.8

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Appendix E: Facility Representative Program Contacts

A. Facility Representative Program Sponsors

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B. Facility Representative HQ Steering Committee Members

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Appendix E: Facility Representative Program Contacts

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Appendix F: Acronym List

AFB	Air Force Base
AMCP	Assistant Manager for Closure Project
AMSO	Ames Site Office
AMWDP	Assistant Manager for Waste Disposition Project
AMWTP	Advanced Mixed Waste Treatment Plant
ANL	Argonne National Laboratory
ASO	Argonne Site Office
BHSO	Brookhaven Site Office
CBFO	Carlsbad Filed Office
CDNS	NNSA Chief Defense Nuclear Safety
CH	Chicago Office
CNS	Chief of Nuclear Safety
CTA	Central Technical Authority
CVDF	Cold Vacuum Drying Facility
DNFSB	Defense Nuclear Facilities Safety Board
DOE	Department of Energy
DOE-STD	DOE Technical Standard
DST	Double-Shell Tank
EM	Office of Environmental Management
EMCBC	EM Consolidated Business Center
EMPDC	EM Professional Development Corps
EPA	Environmental Protection Agency
EWMO	Environmental and Waste Management Operations Division
FE	Office of Fossil Energy
FGE	Fissile Gram Equivalent
FRT	Facility Representative Team Lead
FSO	Fermi site Office
FTCP	Federal Technical Capability Panel
GC	General Counsel
HEPA	High efficient particulate air
HFIR	High Flux Isotope Reactor

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Appendix F: Acronym List

HPI	Human Performance Improvement
HSS or HS	Office of Health, Safety and Security
HVAC	Heating, ventilation and air conditioning
ICP FMDP	Idaho Cleanup Project Facility and Material Disposition Project
ID	Idaho Operations Office
INL	Idaho National Laboratory
INPO	Institute of Nuclear Power Operations
ISM	Integrated Safety Management
ISMS	Integrated Safety Management System
KBCP	K Basins Closure Project
LANL	Los Alamos National Laboratory
LASO	Los Alamos Site Office
LCDD	Learning and Career Development Department
LLNL	Lawrence Livermore National Laboratory
LSO	Livermore Site Office
MFC	Materials and Fuels Complex
MSRE	Molten Salt Reactor Experiment
NBL	New Brunswick Laboratory
NBSO	New Brunswick Site Office
NE	Office of Nuclear energy
NNSA or NA	National Nuclear Security Administration
NNSA-SC	NNSA Service Center
NRD	Neutron Radiography Reactor
NSO	Nevada Site Office
NSPD	Nuclear and Safety Performance Division
NTC	National Training Center
OHCMS	Office of Human Capital Management Services
OOD	Operations Oversight Division
OR	Oak Ridge Operations Office
ORNL	Oak Ridge National Laboratory
ORP	Office of River Protection
ORR	Operational Readiness Review

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Appendix F: Acronym List

PNSO	Pacific Northwest Site Office
POC	Point-of-Contact
PPM	Parts per million
PPPO	Portsmouth Paducah Project Office
PXSO	Pantex Site Office
RA	Readiness Assessment
RCRA	Resource Conservation and Recovery Act of 1976
RL	Richland Operations Office
RSL	Remote Sensing Laboratory
RTC	Reactor Technology Complex
SC	Office of Science
SME	Subject Matter Experts
SMO	Special Materials Operations
SR	Savannah River Operations Office
SRSO	Savannah River Site Office
SSO	Sandia Site Office
SST	Single-Shell Tank
TDO	Technology Development Organization
TLV	Threshold limit value
TOD	Tank Farm Oversight Division
U	Uranium
UO	Underground Operations
VPP	Voluntary Protection Program
WCH	Washington Closure Hanford, LLC
WIPP	Waste Isolation Pilot Plant
WTP	Waste Treatment Plant
WVDP	West Valley Demonstration Project
YSO	Y-12 Site Office