

# Newsletter

Week of Aug. 2, 2004

Vol. 5, No. 16

## Inside this issue ...



### Suspension of the 9/80 schedule

In an all-employee memo, Laboratory Director G. Peter Nanos announced that the 9/80 work schedule for all Laboratory workers has been suspended until further notice. The suspension is effective on Aug. 30 and includes University of California employees and subcontract employees working at or for the Laboratory. . . . .Page 2

### Risk-Level 1 resumption requirements

A series of steps must be completed before the resumption of risk-level 1 work activities can occur. . . . .Page 3

### Domenici writes an open letter to Los Alamos community

U.S. Sen. Pete Domenici, R-N.M., issued a letter to the Los Alamos community. In the letter, he talked about the impact the Laboratory has had to the nation and the recent developments that have exposed the Lab to criticisms. . . . .Page 6



### Bretzke to head Culture and Operations Model Plan and Surety System

John Bretzke is the acting project director for the Culture and Operations Model Plan and Surety System. Bretzke will be marshaling the restart efforts, coordinating operational efficiency activities and communicating to employees with up-to-date information regarding restart operations. . . . .Page 6



### Lab's Employee Assistance Program can assist workers

University of California employees and students as well as subcontractors who feel stressed and are in need of any type of counseling assistance can utilize the Lab's Employee Assistance Program. . . . .Page 7

## Nanos' latest message to employees: Awareness, intolerance and determination

by Chris Roybal



Laboratory Director G. Peter Nanos

Laboratory Director G. Peter Nanos is determined that the Laboratory returns to operational status in a safe and secure manner.

"We will build this Laboratory on a foundation of excellence, not arrogance," Nanos said to applause from Laboratory workers at a mandatory all-hands meeting.

Nanos talked about measures the Laboratory needs to take in order to survive and reiterated that he will not restart operations until he feels all employees are prepared to accept their safety and security duties and comply with all standards.

"If I have to restart the Laboratory with 10 people, I will," said Nanos. "But I can't start with people who aren't on the team and [who] are not with the program.

"What you've got to recognize is that anyone who decides to turn his or her back on procedure and policy, who decides he or she is going to run 'fast and loose' and allow the wrong thing to be done is putting everyone at risk, and it's [in] your best interest and the institution's best interest that we take this action," Nanos told employees. "There is no margin of error."

The director minced no words in also chiding some Lab workers who still haven't taken the extent of the Lab's problems seriously. "There are some people here who still don't get it," Nanos said, later adding, "This is denial, ladies and gentlemen. This is about people not understanding what this is all about." He encouraged employees to speak out to co-workers who are not following safety and security procedures. "Get in their face. They're stealing your lunch," Nanos said. "They're taking away your livelihood."

A wall-to-wall Classified Removable Electronic Media (CREM) inventory is currently being conducted and actions are being taken to improve CREM accountability at the Laboratory, the director noted. Laboratory managers also are in the process of talking to their employees one-on-one "to make sure they understand their roles in ensuring a safe work environment and vigilant focus on security," said Nanos.

continued on Page 7

**I will not violate  
 Los Alamos National  
 Laboratory's safety,  
 security or compliance  
 requirements, nor tolerate  
 those among us who do.**



P.O. Box 1663  
 Mail Stop C177  
 Los Alamos, NM 87545

Nonprofit Organization  
 U.S. Postage Paid  
 Albuquerque, NM  
 Permit No. 532

LALP-04-001

## Remember the Five-step Safety Process



### Safety Web site

<http://int.lanl.gov/safety/>

Integrated Safety Management

Accident/Incident

Environmental Protection

Facilities/Labs

Radiation Protection

Workplace Safety

### Security Web site

<http://int.lanl.gov/security/>

Protecting Information

Personnel

Cyber/Computer

Nuclear Materials

Facility Security

Integrating Security



## FROM THE TOP

*Editor's note: The following is from a July 16 all-employee memo from Laboratory Director G. Peter Nanos.*

## Suspension of all activities

The Senior Executive Team and I have taken the extraordinary step of broadening the work suspension to include all activities at the Laboratory. We are doing this as part of an effort to ensure this Laboratory operates safely and meets our national security obligations. This action is not due to lack of confidence in your ability to do your jobs, nor is it punitive in any way. I'm simply convinced that we need time to reflect on our shared responsibilities and on how we do our jobs.

In extending this suspension from classified to all activities, the SET and I have asked for a point-to-point risk assessment of all the Laboratory's day-to-day activities. I've asked your managers to provide each of you the information you need to comply with this suspension of work, and they will tell you what will be required before we resume work. This will be a staggered restart; some low-risk organizations will be back at work quickly, while the process may take more time for others. The overall duration will depend on the formalities, complexities and risks identified in each part of the Laboratory's operations.

I've asked Ed Wilmot, Los Alamos Site Office Manager, to loan us all the expertise available at LASO, and his safety and security team will be working with us as partners in this process. Of course, there will be exceptions for critical missions and essential functions. I will examine critical aspects of our national security mission on a case-by-case basis and grant a limited number of exceptions for work that must be sustained during the suspension. However, those functions given an exception still must identify vulnerabilities and implement action plans addressing such vulnerabilities.

We will be reviewing every organization's activities as well as their performance. I am insisting that every group leader talk to each of his or her employees, work with them to analyze the safety, security and environmental risks, and recommend restart to his or her division only when convinced all the local compliance issues have been addressed. Division leaders, in turn, will follow the same process with their associate directors. In no case will I authorize a restart until I'm absolutely convinced that each organization will not risk further compromise of safety, security and environment. I've asked all Laboratory managers to talk with their employees one on one to make sure they understand their roles in ensuring a safe work environment and vigilant focus on security. This is not an e-mail exercise; I want eye-to-eye contact.

***'If you think the rules are silly, if you think compliance is a joke, please resign now and save me the trouble.'***

As I said during the [July 14] all-hands meeting, I want you to be aware how serious this situation is, and I will keep you informed about what will be happening in the next few days. [Recently] I traveled to Washington D.C. and to Oakland where I met with our customers, members of Congress, the University of California Regents and university management.

Frankly, nobody understands how we have gotten ourselves into this mess. I told them that, in accordance with our policies, people will be terminated if they ignore the safety, security and environmental regulations that are at the core of what we do here. I emphasized to everyone I met with that this willful flouting of the rules must stop, and I don't care how many people I have to fire to make it stop. If you think the rules are silly, if you think compliance is a joke, please resign now and save me the trouble.

Energy Secretary Spencer Abraham announced that his deputy, Kyle McSlarrow, will personally take over the investigation into the most recent CREM incident. In fact, Secretary Abraham

*continued on Page 7*



Laboratory Director  
G. Peter Nanos



## NewsLetter

The Los Alamos NewsLetter, the Laboratory bi-weekly publication for employees and retirees, is published by the Public Affairs Office in the Communications and External Relations (CER) Division. The staff is located in the IT Corp. Building at 135 B Central Park Square and can be reached by e-mail at [newsbulletin@lanl.gov](mailto:newsbulletin@lanl.gov), by fax at 5-5552, by regular Lab mail at Mail Stop C177 or by calling the individual telephone numbers listed below. For change of address, call 7-3565. To adjust the number of copies received, call the mailroom at 7-4166.

#### Editor:

Jacqueline Paris-Chitanvis, 5-7779

#### Associate editor:

Steve Sandoval, 5-9206

#### Production editor:

Denise Bjarke, 7-3565

#### Graphic designer:

Edwin Vigil, 5-9205

#### Staff photographer:

LeRoy N. Sanchez, 5-5009

Los Alamos National Laboratory is operated by the University of California for the National Nuclear Security Administration (NNSA) of the U.S. Department of Energy and works in partnership with NNSA's Sandia and Lawrence Livermore national laboratories to support NNSA in its mission.

Los Alamos enhances global security by ensuring safety and confidence in the U.S. nuclear stockpile, developing technologies to reduce threats from weapons of mass destruction and improving the environmental and nuclear materials legacy of the Cold War. Los Alamos' capabilities assist the nation in addressing energy, environment, infrastructure and biological security problems.



Printed on recycled paper.  
Please recycle.

## 5/40 work schedule returns to Lab

Beginning Aug. 30, all Laboratory employees and subcontract workers currently on the 9/80 work schedule will be switched to the 5/40 work schedule as part of a team effort to ensure that the institution has every possible resource available to restore and rebuild the nation's trust and confidence in the Laboratory.

"Given the current situation at the Laboratory, I feel it is necessary to have the entire work force available five days a week in order to maintain accountability, ensure that all hands are focused on working safely, securely and in compliance with all applicable rules and regulations, and demonstrate our determination to operate efficiently," Laboratory Director G. Peter Nanos said in an all-employee memo.

The 5/40 work schedule requires employees and subcontract workers to report Monday through Friday for a total of 40 hours (unless approved leave is used). The Laboratory's normal operating hours are 8 a.m. to 5 p.m. Monday through Friday. Managers and supervisors can work with individual employees to tailor individual hours to employee needs as long as each organization is staffed during the core institutional working hours of 8 a.m. to 5 p.m.

Employees currently on the 4/10 schedule likely aren't affected by the change on Aug. 30. Such a schedule is permitted if it is necessary for programmatic or operational reasons and has been approved at the division level.

Representatives from Supply Chain Management (SUP) Division will work with subcontract companies to ensure that all subcontract workers are on appropriate schedules on Aug. 30.

After Aug. 30, employees and subcontract workers must use vacation time or other approved leave to take time off from work. An employee's manager must approve vacation time and other leave in advance.

Nonexempt employees may request occasional schedule changes from their manager that permit absences of up to four hours a work week without having to use leave; however, that employee must make up the equivalent amount of time during the same work week.

Administrative Manual 326 covers work schedule issues and employees are encouraged to consult the manual for information.

Those with questions about the work schedule change should contact the Policy Office at 5-4965 or Staff Relations (HR-SR) at 7-8730. The Laboratory provided an early announcement of the work schedule change to allow time for employees to make preparations for the change. The change will remain in effect until further notice.

# Getting Back to the Fundamentals: Safety, Security and Compliance

**A** is for **awareness** of our work environment and the rules and procedures for safety, security and compliance in all we do.

**I** is for **intolerance** of those who put co-workers, the Laboratory and the country at risk.

**D** is for **determination** to build on a foundation of excellence.

## Risk-Level 1 activities resumption requirements

The steps listed below must be completed before the resumption of risk-level 1 work activities. Upon completion, the responsible line manager must obtain the concurrence of the responsible division leader if the activities are conducted in another organization's facility unless that requirement has been waived (see Section 4.0 of the Plan of Action). The completed Documentation Matrix must then be completed and presented to the approval authority (the next higher management level) for approval. Until that authorization is received, workers may conduct only the following activities:

- Activities directly supporting resumption of operations;
- Required training supporting the resumption of work activities and General Employee Training;
- Unclassified use of computer workstations for resumption activities, including computer-based training and the review and development of requirements documents and other related materials;
- Meetings addressing resumption of operations; and
- Essential operations as authorized by the director.

### **Actions required to resume risk-level 1 activities**

*1. Division, group and office leaders must complete the following actions:*

- Review training requirements for all workers within their organizations. Assure workers are not conducting work for which they are not fully qualified.
- Walk down Integrated Work Documents for risk-level 1 work (where applicable) with employees that conduct the work described and modify the IWDs as necessary. Note: Work requiring an IWD may not be resumed until the responsible division leader has given authorization to do so.
- Document completion of required actions and provide that documentation to the approval authority for resumption of risk-level 1 activities as described in Section 4.0 of the Plan of Action.

*2. Group and office leaders (and team leaders, as appropriate) must meet with their organizations and take the following actions:*

- Clearly articulate to all workers their commitment to not violate the Laboratory's safety, security, environmental,

and other compliance requirements and not tolerate among us those who do.

- Review general culture issues (review The Mirror article, "Human Error Can't Be Prevented, But It Can Be Reduced" ([int.lanl.gov/source/features/docs/Human\\_error.pdf](http://int.lanl.gov/source/features/docs/Human_error.pdf)) and "Excellence in Human Performance" ([int.lanl.gov/source/features/docs/human\\_perf.pdf](http://int.lanl.gov/source/features/docs/human_perf.pdf)), published by the Institute of Nuclear Power Operations). Discuss how "culture" applies to all facets of behavior, including safety, security, environmental and regulatory compliance.
- Review the other documents listed in Section 6.0, Supporting Documentation, in the Plan of Action and discuss with workers.
- Review the organization's building emergency plan(s).
- Discuss general issues and concerns, including the importance of maintaining focus during periods of stress and uncertainty.

*3. Workers must complete the following actions:*

- Understand and support their commitment to not violate the Laboratory's safety, security, environmental and other compliance requirements and not tolerate among us those who do.
- Review and update delinquent safety and security training as necessary.
- Verify he/she attended Director G. Peter Nanos' presentation July 14 or watched the broadcast of the presentation on LABNET or on streaming video.
- Read the article from The Mirror titled "Human Error Can't Be Prevented, But It Can Be Reduced" and "Excellence in Human Performance" from the Institute of Nuclear Power Operations.
- Workers whose principal job assignment involves the use of a computer workstation must have completed a Web-based ergonomics self-assessment by July 30 unless there has been a documented ergonomics evaluation of the employee's work station in the past year and there have been no changes to that workstation since the evaluation. The Web-based self-assessment can be found at [int.lanl.gov/safety/ergonomics/docs/ErgoSelfAssessment.pdf](http://int.lanl.gov/safety/ergonomics/docs/ErgoSelfAssessment.pdf) online.

*4. Deployed workers residing within their host organization must meet requirements of the host organization.*

# Excellence in human performance

*Editor's note: The following are bulleted points from "Excellence in Human Performance" from the Institute of Nuclear Power Operations. Employees are to have read the entire document as one of*

*the actions required to resume risk-level 1 activities. The document can be found at [int.lanl.gov/source/features/docs/human\\_perf.pdf](http://int.lanl.gov/source/features/docs/human_perf.pdf) online.*

## Individual behaviors

*Work is influenced by multiple factors that may not be apparent to the individual. Consequently, to optimize individual performance and reduce vulnerability to error, individuals throughout an organization should engage in the behaviors described below:*

### Individuals communicate to create shared understanding

- Communicate accurately and frequently
- Inform co-workers, supervisors or managers when there is a potential problem with performing a task
- Practice effective team skills, including the following behaviors:
  - inquiring to obtain necessary information
  - advocating their positions when potential problems arise
  - taking initiative so required actions can occur
  - resolving conflict to achieve the best solution
  - critiquing team performance to promote desired team skills

### Individuals anticipate error-likely situations

- Self-check
- Check others
- Focus attention on the task at hand
- Expect success but anticipate failure
- Take the time needed to do the job right

### Individuals confirm the integrity of defenses

- Follow approved procedures with a sense of caution
- Question the appropriateness of disabling or degrading safety systems to perform work
- Monitor vital parameters
- Stop the task and collaborate with others when unfamiliar or unanticipated conditions arise

### Individuals improve personal capabilities

- Seek ways to improve capabilities
- Acquire knowledge and understanding of the factors that influence human behavior

## Leader behaviors

*Leaders generate the essential linkages between the organization and the front-line worker. Leader behaviors that promote excellence in human performance are not exclusively associated with a management position; anyone can take on a leadership role. Leaders verify that organizational processes and values are aligned with desired individual behaviors and desired results. In addition to individual behaviors already revealed, the following behaviors characterize leaders who promote excellence in human performance:*

### Leaders facilitate open communication

- Communicate individual roles, responsibilities, expected behaviors, results and standards in clear, unmistakable terms
- Cultivate an atmosphere of open communication
- Challenge shared values, assumptions and beliefs that potentially breed complacency

### Leaders promote teamwork to eliminate error-likely situations and strengthen defenses

- Explore tasks to identify potential error-likely situations
- Reinforce uniform adherence to high standards
- Confirm that front-line workers accurately perceive the potential consequences of unsafe behavior
- Resolve conflicts between individuals or among work groups
- Verify that individuals possess capabilities to achieve task requirements
- Minimize unfamiliarity among members of an operating crew or work team

- Compensate for weaknesses in supervision, training or procedures before conducting work

### Leaders search for and eliminate organizational weaknesses that create the conditions for error

- Solicit and act on feedback from workers about problems that may lead to error
- Determine fundamental causes of performance problems
- Monitor trends in plant and human performance

### Leaders reinforce desired job-site behaviors

- Specify behaviors important for task success
- Reinforce desired individual behaviors at every opportunity
- Monitor and coach workers through firsthand observation, active listening and questioning
- Stop unsafe behavior
- Participate in training program activities

### Leaders value the prevention of errors

- Promote nuclear safety as the overriding priority
- Encourage candid acknowledgment of personal limitations
- Assign individuals to tasks using established criteria
- Incorporate defensive measures into tasks important for nuclear safety to accommodate organizationwide distractions in the work force
- Monitor and modify their own behaviors

## Organizational processes and values

*Managers advocate a defense-in-depth philosophy by establishing various means to eliminate error-likely situations that challenge built-in defenses. Managers verify that organizational goals, policies, and priorities take human fallibility into account and encourage a pattern of shared understandings, processes, and values toward safety and reliability. Excellence in human performance is encouraged by institutionalizing the following activities:*

### Managers foster a culture that values prevention of events

- Implement organizational processes so that people do not experience undue haste
- Provide individuals with opportunities to work with positive role models
- Simplify work processes
- Eliminate "workarounds"
- Verify adequacy of plans for special tests or infrequent plant evolutions
  - approval of evolutions before initiation
  - establishment of clear lines of authority and responsibility
  - adequacy of technical procedures and guidance
  - effective coordination among work groups to preclude delays
  - specification of management or supervisory oversight during the evolution
  - contingencies for off-normal and unexpected plant conditions
  - availability of and access to necessary technical support

### Managers strengthen the integrity of defenses to prevent or mitigate the consequences of error

- Facilitate the free flow of information among work groups as well as individuals
- Delegate authority to the lowest competent level in the organization
- Facilitate ease of operation and maintenance of plant equipment
- Develop procedures with a clear, logical sequence of tasks that make them understandable to the user
- Communicate policies for procedure use and adherence
- Verify the integrity of defenses, especially for tasks important for nuclear safety
- Design work processes and allocate resources to facilitate supervisors' time in the field

### Managers preclude the development of error-likely situations

- Train workers, supervisors and managers to recognize error-likely situations
- Alert workers and supervisors to key task decision points
- Relieve individuals of tasks better suited for machines
- Verify workers are trained to diagnose and respond to unanticipated plant system or equipment conditions
- Institute processes for retraining on infrequently performed tasks before the tasks are performed

### Managers create a learning environment that promotes continuous improvement

- Conduct self-evaluations to measure and improve organizational performance
  - self-evaluation teams (involvement of the line organization)
  - observations of work activities and training
  - event investigations
  - benchmarking (comparison with other high-performance organizations)
  - voluntary reporting of problems
  - post-job critiques
- Learn from error
  - report errors and near misses
  - investigate selected events, trends, or patterns using various root cause analysis techniques
  - approve and track implementation of corrective actions
  - trend causes and corrective actions for events and near misses
  - evaluate the effectiveness of corrective actions
- Implement a corrective action process with characteristics such as the following:
  - correct the causes of minor as well as major events
  - match corrective actions to the individual's performance mode at the time of the error; that is, determining if it was a skill-based, rule-based or knowledge-based performance
  - review proposed corrective actions to preclude the inadvertent creation of new error-likely situations or flawed defenses
  - evaluate recurring corrective actions with the same level of scrutiny as recurring events
- Use proactive as well as reactive measures of human performance

# Human error can't be prevented, but it can be reduced

*Editor's note: The following is reprinted from the LANL Mirror, a quarterly publication by Occurrence Investigation (PS-7). Current and past issues of the LANL Mirror are available at [int.lanl.gov/safety/](http://int.lanl.gov/safety/) online.*

Human error is widely acknowledged as the major cause of quality, production, and safety risks in many industries. Not surprisingly, 90 percent of all incidents are triggered by human errors.

Although it is unreasonable to expect that human error will ever be completely prevented, there is growing recognition that many human performance problems stem from a failure within organizations to develop an effective policy for managing human reliability. In fact, it has become accepted in the field of Human Performance Management (HPM) that accidents, ill health and incidents are seldom random events, but generally arise from failures of control and involve multiple contributory elements.

While the immediate cause of incidents may be a human or technical failure, HPM professionals emphasize that incidents usually arise from organizational failings. According to T. Shane Bush of the Idaho National Engineering and Environmental Laboratory, about 70 percent of all incidents can be traced back to organizational issues.

Bush said organizations can develop successful policies to minimize the contribution of human limitations and fallibilities.

Human Performance Management, Bush said, is based on these principles:

- People are fallible and even the best people make mistakes.
- Error-likely situations are predictable, manageable and preventable.
- Individual behavior is influenced by organizational processes and values.
- People achieve high levels of performance largely because of the encouragement and reinforcement received from leaders, peers, and subordinates.
- Events can be avoided through an understanding of the reasons mistakes occur and application of the lessons learned from past events.

In other words, human error is a result, and not the cause. "Events are not so much the result of error-prone workers as they are the outcome of error-prone tasks and error-prone work environments, which are controlled by the organization," Bush said.

While many accidents or incidents are blamed on the actions or omissions of a worker, this response by management ignores the fundamental failures that led to the accident. These "latent" failures are usually rooted deeper in the organization's design, management and decision-making

functions. Many major accidents can be traced to latent conditions such as those related to poor design, gaps in supervision, undetected manufacturing defects, maintenance failures, unworkable procedures, shortfalls in training, or less than adequate tools and equipment. These conditions may be present for years before they combine with local circumstances to penetrate a system's defenses.

Organizations that improve and optimize procedures, workplace design and process design can improve human performance. Those organizations that focus on identifying the organizational, workplace, and management conditions that lead to human performance problems are better able to proactively mitigate them. This success was demonstrated by the commercial nuclear power industry, which reduced significant events from 238 per year in 1985 to 3 in 1999, Bush said.

Bush said the new paradigm for Human Performance Management practitioners should be: "Reducing error [and] managing defenses leads to zero events." He said managers should acquire basic Human Performance Management tools, such as an understanding of "error precursors" that affect worker behavior and contribute to accidents, including time pressure, unclear goals, changes, assumptions and complacency.

An improvement plan should include a commitment to developing task previews that include a comprehensive anatomy of events to develop a defense in depth to combat error. The plan also should encourage the use of observations, coaching and counseling to assist workers in developing their own error defenses.

These tools, Bush said, should be used in work planning, project planning, prejob briefs and work observation. Bush shared a simple yellow card that can be handed out to workers and managers to help them develop error defenses.

The front and back sides of the yellow card are shown at left. The concepts presented by Bush should be a cornerstone in the manager/worker interactions associated with the Laboratory's Management Walk-Around Program.

*Before you proceed*  
**The Four Key Questions  
 at the Pre-Job Briefing**

*Ask yourself, your peers and your supervisor*

- 1. What are the critical steps or phases of this task?**  
 (Important parts of the task that must go right)
- 2. How can we make a mistake at that point?**  
 (Use error precursors card, error prevent coaching card)
- 3. What is the worst thing that can go wrong?**  
 (A review of potential consequences and contingencies)
- 4. What barriers of defenses are needed?**  
 (Peer check, three-way communication, place keeping, flagging)

**Error Precursors (short list)**

<b>Task Demands</b>	<b>Individual Capabilities</b>
<ul style="list-style-type: none"> <li>• Time pressure (in a hurry)</li> <li>• High workload (memory requirements)</li> <li>• Simultaneous, multiple tasks</li> <li>• Repetitive actions, monotonous</li> <li>• Irrecoverable acts</li> <li>• Interpretation requirement</li> <li>• Unclear goals, roles and responsibilities</li> <li>• Lack of or unclear standards</li> </ul>	<ul style="list-style-type: none"> <li>• Unfamiliarity with task/first time</li> <li>• Lack of knowledge (mental model)</li> <li>• New technique not used before</li> <li>• Imprecise communication habits</li> <li>• Lack of proficiency/inexperience</li> <li>• Indistinct problem-solving skills</li> <li>• "Hazardous" attitude for critical task</li> <li>• Illness/fatigue</li> </ul>
<b>Work Environment</b>	<b>Human Nature</b>
<ul style="list-style-type: none"> <li>• Distractions/interruptions</li> <li>• Changes/departures from routine</li> <li>• Confusing displays or controls</li> <li>• Workarounds/OOS instruments</li> <li>• Hidden system response</li> <li>• Unexpected equipment conditions</li> <li>• Lack of alternative indication</li> <li>• Personality conflicts</li> </ul>	<ul style="list-style-type: none"> <li>• Stress (limits attention)</li> <li>• Habit patterns</li> <li>• Assumptions (inaccurate mental picture)</li> <li>• Complacency/overconfidence</li> <li>• Mindset ("Tuned" to see)</li> <li>• Inaccurate risk perception (Pollyanna)</li> <li>• Mental shortcuts (biases)</li> <li>• Limited short-term memory</li> </ul>

***I will not violate  
 Los Alamos  
 National Laboratory's  
 safety, security  
 or compliance  
 requirements, nor  
 tolerate those  
 among us who do.***

## Domenici writes an open letter to Los Alamos community



Sen. Pete Domenici, R-N.M.

To the community of Los Alamos: One of the greatest honors of my life has been the opportunity to represent the people of Los Alamos in the U.S. Senate. You have shaped my career as I have pursued committee assignments

such as the Subcommittee on Energy and Water Development of which I am now the chairman that largely funds the Laboratory. It has been the experts at Los Alamos on matters ranging from nuclear weapons to the human genome that have sparked some of my most passionate efforts in the Senate and, as a result, have created national programs ranging from science-based stockpile stewardship and nonproliferation programs to brain imaging and human health.

However, over time, I have increasingly found myself expending considerable effort not in extolling the virtues of Los Alamos, but in defending the Laboratory and the University of California in particular from its critics. I have been successful; the budgets continue to grow, and the programs and people at the Laboratory are secure.

I have found myself increasingly defending the Laboratory for failures of basic management; human resources policies, procurement, project management, inventory control and security. While critics have carped, I have worked to ensure that none of the attacks harmed the Laboratory, but that effort has come at great cost.

Unfortunately, that defense has increasingly cost the credibility of the Laboratory. Today, in Washington, Los Alamos' reputation as a crown jewel of science is being eclipsed by a reputation as being both dysfunctional and untouchable.

I do not yet know if the most recent security incident is, unto itself, of great consequence. But I can tell you that the analogy of the straw that breaks the camel's back is appropriate. These sorts of things, which engender a lack of confidence in not just the Laboratory's management, but also every one of its employees, must end. As the proudest defender of the Laboratory, I can tell you that the defense can no longer be sustained unless the Laboratory changes.

[Laboratory] Director [G. Peter] Nanos and Deputy Secretary [Kyle] McSllarrow understand the situation. I have read reports of people who think they are making a bigger deal out of this than they should. Let me tell you as forcefully as possible that Nanos and McSllarrow get it. They know the magnitude of the stakes this time, and I completely support their efforts.

Please understand the burden that is upon each employee of the Laboratory. It will take years to re-establish Los Alamos' reputation. Any stumble will be a revalidation of the critics and undermine all of our good efforts. Los Alamos National Laboratory must maintain the highest standards for technology and science, and also integrity among its employees. With that understanding, I call on those responsible for this most recent incident to come forth to admit their errors so we can move forward.

Sincerely,  
Pete V. Domenici  
United States Senator

## Bretzke to head Culture and Operations Model Plan and Surety System

by Kathy DeLucas

John Bretzke is the acting project director for the Culture and Operations Model Plan and Surety System. Bretzke will be marshaling the re-start efforts, coordinating operational efficiency activities and communicating to employees with up-to-date information regarding re-start operations.

"The operational efficiency efforts already have a number of great endeavors underway," Bretzke said. "We plan to learn and assist in coordinating the implementation to support the needs of organizations throughout the restart process."

The COMPASS project is modeled after the Director's Process Improvement Project instituted last year to address the immediate needs associated with the business and management practices at the Laboratory.

The primary mission of COMPASS is to assess and repair areas of risk that Laboratory management identifies as too high, Bretzke said. Similar to DPIP, COMPASS will use project management methodology and tools to baseline and drive necessary enhancements and will schedule formal monthly progress reviews to monitor performance and ensure the appropriate distribution of resources and the correct alignment of priorities.

Changing the Laboratory's culture through awareness, intolerance and determination are an integral part of the COMPASS project. Before re-start, Laboratory Director G. Peter Nanos asked all Lab workers to embrace the statement, "I will not violate Los Alamos National Laboratory's safety, security or compliance requirements, nor tolerate those among us who do."

"I think the first step that this institution has to take is realization and awareness; the second one, not to tolerate those who don't get it; and the third one, your determination to turn the place around," Nanos said at a recent all-employee meeting. "Those are the most important things: awareness, intolerance and determination."

As Bretzke stands up a project team, he said he is aware of the importance of communication to employees.

"COMPASS will begin to lay a solid foundation that will lead to stable and predictable operations," he said. "In the end, the scope is very large — covering needs in security safety, quality and environmental compliance."

A new e-mail address soon will be operational to provide an avenue for managers to ask questions. A Web site also was created to provide organizational updates and assist employees with re-start activities. The Web site can be found at [int.lanl.gov/source/restart/](http://int.lanl.gov/source/restart/) online.

Bretzke has been the acting division leader for Supply Chain Management (SUP) Division and has worked at the Laboratory for seven years. Bretzke has been acting deputy division leader for the Spallation Neutron Source. He also was project director for construction of the Nicholas Metropolis Center for Modeling and Simulation at Technical Area 3.

Bretzke has 23 years of experience in the Department of Energy Weapons Complex, ranging from managing nuclear facilities and modifications to working as a past assistant general manager at Rocky Flats.



John Bretzke



## Web page provides re-start information

by Kathy DeLucas

The program designed to coordinate and manage the Laboratory's re-start efforts, titled the Culture and Operations Model, Plan and Surety System (see related story above), has a new Web site with important information. The new Web site's is at [int.lanl.gov/restart](http://int.lanl.gov/restart) online.

The site features updated schedules for organizations and the status of work. There will be updates provided for the frequently asked questions, schedules and other important information, such as re-start criteria. Other pertinent documents, such as Laboratory Implementation Requirements as well as guidance and required reading also will be posted on this Web site.

Managers can ask questions at the Web site through My LANL links.

The COMPASS project is modeled after the Director's Process Improvement Project. COMPASS will use project management methodology and tools to baseline and drive necessary enhancements and schedule formal monthly progress reviews to monitor performance and ensure the appropriate distribution of resources and the correct alignment of priorities during re-start. Changing the Laboratory's culture through awareness, intolerance and determination also is an integral part of the COMPASS project.

## Feeling stressed?

### **Lab's Employee Assistance Program can assist workers**

University of California employees and students as well as subcontractors who feel stressed and are in need of any type of counseling assistance can utilize the Laboratory's Employee Assistance Program.

The EAP provides confidential counseling and behavioral health services, including assistance in stress management, grief management, alcohol and other drug problems, gambling, mood and anxiety difficulties, marital and family therapy.

The EAP is located in building 526 at the Los Alamos Neutron Science Center at Technical Area 53 located on East Jemez Road (the truck route). The Employee Assistance Program is open from 7:30 a.m. to 5:30 p.m. Monday through Thursday and 8 a.m. to 5 p.m. on Friday.

"When we're in times of distress we quit doing things we were typically doing to take care of ourselves when we were whole," said James Barber of EAP, which is part of Occupational Medicine (HSR-2).

"We quit exercising. We quit eating. We quit sleeping. We stop doing things that are fun. What we try to do is get people back to the basics, to focus on in those things that you have the ability to control.

"Your body is like your car. If you use bad fuel, you're going to get bad performance," said Barber.

He said stress depletes a body's vitamin B and suggested that Lab workers take multi-vitamins, maintain proper nutrition and get back to their exercise routines.

Often times, a brisk walk helps people feel better, Barber added, explaining that people can't change the stressors but can modify how they choose to respond to those stressors.

Barber added that Lab workers may go to EAP for stress management activities during EAP's regular working hours.

More information about the Employee Assistance Program can be found at <http://int.lanl.gov/worklife/health/eap/> online or by contacting the EAP by phone at 7-7339.

## Suspension ...

*continued from Page 2*

ordered Deputy Secretary McSarrow to use "all available mechanisms" to find the missing CREM, including polygraphs. McSarrow [visited] the Laboratory and saw firsthand the vaults and other locations that are the focus of the CREM investigation, and heard from some of the managers involved in an attempt to understand exactly what happened. They were accompanied by Rep. Joe Barton from Texas, who chairs the House Energy and Commerce Committee; and Rep. Diana DeGette from Colorado, a committee member. President Dynes, UC Board of Regents chairman Gerald Parsky, and other regents plan to visit soon as well, and their message could not be more clear: the culture at [the Laboratory] must change and it must change now if UC is to continue as Lab manager. You already may have seen media accounts of what individuals are saying about the laboratory and these recent events. Perhaps this outside view will help you understand just how serious this situation has become.

People who believe their dedication to science or to our mission supercedes our commitments to safety, security and environmental compliance put us all at risk. This erroneous belief puts our personal safety on the job, our nation's security which depends on protecting classified information, and the institution to which we've dedicated our careers at risk. After the all-

hands meeting, I received a lot of feedback from you, and I appreciate the time and thoughtfulness you put into your messages. I was especially gratified by one note from a group of employees who talked about the "institutional embarrassment" of the current situation and their collective sense of outrage at the actions of a tiny minority.

I've asked all of your managers to truly lead and to step up to this challenge for the sake of their employees and our nation's

trust. As leaders, I want them to take a more active role in supervising the activities of those for whom they are responsible. I've asked them to personally ensure that each employee is working safely and securely, and to stop any activity that concerns them. When we resume work, I ask one thing of you: a dedication to safety, security and compliance that is equal to your dedication to the Laboratory's mission. Your fellow citizens deserve nothing less.

## Nanos' latest message to employees ...

*continued from Page 1*

At the meeting, Nanos went on to talk about the consequences of the current all-work suspension, saying the suspension is costing the federal government hundreds of millions of dollars and that he believes the Laboratory likely could experience revenue losses as customers leave the institution.

"There's a belief amongst some very powerful people in Congress that academic culture and running a high security national laboratory are totally incompatible and scientists can't be trusted," said Nanos. "The issue now is not whether the UC contract is at risk, [but if] most Laboratory work will be moved elsewhere."

In addition to addressing the suspension of all work, Nanos said he will continue to seek out those people who "knew the procedures, blew them off and in some cases were personally intimidating and threatening to the management."

"I'll defend somebody to the death who is trying to do the right thing and to whom I haven't given the right tools and who makes a mistake," said Nanos, "[but] I will not defend people at this Laboratory who put people's health and lives at risk and who refuse to take the basic steps to protect national security information."

Nanos also read a condition of employment statement: "I will not violate Los Alamos National Laboratory's safety, security or compliance requirements, nor tolerate those among us who do" and asked employees to embrace it before they return to normal work operations.

"I think the first step that this institution has to take is realization and awareness; the second one, not to tolerate those who don't get it; and the third one, your determination to turn the place around," said Nanos. "Those are the most important things: awareness, intolerance and determination."

**I will not violate  
Los Alamos National Laboratory's  
safety, security or  
compliance requirements,  
nor tolerate those among us who do.**

## Ergonomic resources at the Laboratory

Below are some of the ergonomic resources available to Laboratory employees through Institutional Industrial Hygiene and Safety (HSR-5).

- **Ergonomics analyses:** Requests for ergonomics analyses can be made by sending the person's name, Z number and where they work to [ergonomics@lanl.gov](mailto:ergonomics@lanl.gov) by e-mail. It also is helpful if individuals state whether they are doing office or nonoffice work and whether or not they have work related symptoms of discomfort or pain.

- Groups also can request presentations on office and nonoffice ergonomics by sending request to Graciela Perez of HSR-5 at [gperez@lanl.gov](mailto:gperez@lanl.gov) by e-mail.

- **Ergonomics expos:** The Institutional Ergonomics Committee provides ergonomics expos onsite for divisions. Requests for an ergonomic expo should be sent Perez at [gperez@lanl.gov](mailto:gperez@lanl.gov) by e-mail.

- **Ergonomics demonstration:** The ergonomics demonstration and resource room is located at Technical Area 3, Building 30, and is open from from 10 a.m. to noon Monday, Wednesday and Thursday. For more information, go to [int.lanl.gov/safety/ergonomics/ergo\\_demoroom.shtml](http://int.lanl.gov/safety/ergonomics/ergo_demoroom.shtml) online.

- **Reporting ergonomic-related pain and discomfort:** Employees should report work-related symptoms of pain and discomfort to Occupational Medicine (HSR-2). For more information, go to [int.lanl.gov/worklife/health/ocmed/eshrpt.shtml](http://int.lanl.gov/worklife/health/ocmed/eshrpt.shtml) online.

All other general information on ergonomics, including walk around information for managers, can be found at the Laboratory's ergonomics Web site at [int.lanl.gov/safety/ergonomics/](http://int.lanl.gov/safety/ergonomics/) online.

## Ergonomic self-assessment tools

### Head and Neck

Your head and neck should be in line with your shoulders. Examples of when they are not in line include: Twisting neck to either side (e.g., to look at documents), bending neck forward or, even worse, backward (e.g., looking through bifocals), holding objects between head and shoulder (e.g., cradling phone).



### Arms

Forearms should be at your sides at a 90 degree angle to the upper arm. Forearms should be perpendicular to the shoulder. You should not extend your arms far out to the sides or across the midline of your body. Avoid straight elbows.

### Wrists

Wrists should be straight; move objects (e.g., mouse) with your arms and not by moving your wrist. Do not rest your wrists on sharp objects. Do not bend your wrist back or down more than 20° to 30°. Do not bend the wrists in and out or from side to side.



### Torso

Keep your back straight and provide lumbar support when sitting. Do not bend torso forward, backward or sideways. Do not twist. Do not overextend to reach objects.

### Feet

Feet need to be flat on the floor or on a footrest so that your legs are at a 90° angle at the knees and hips. Do not sit for extended periods of time. Do not sit on feet or legs.



Above: Dennis Derkacs, seated, of the Health, Safety and Radiation Protection (HSR) Division receives an ergonomics analysis of his computer work area by Nathan Duval, standing left, and Graciela Perez of Institutional Industrial Hygiene and Safety (HSR-5).

Right: The Supply Chain Management (SUP) Division has made many ergonomics improvements, including this mail cart that has large pneumatic wheels and can also be used as a horizontal or vertical cart. The cart also places the mail boxes higher above the ground to reduce the need to bend over while lifting. In some cases, administrative controls, such as using two people to help move items (inset photo), is needed when engineering controls are not feasible. Photos by Richard Robinson, Information, Records and Media Services (IM-9)

