



Department of Energy
National Nuclear Security Administration
Washington, DC 20585



Ed
MEMORANDUM FOR ~~MANAGER~~ MANAGER, LOS ALAMOS SITE OFFICE

FROM: Thomas P. D'Agostino
Deputy Administrator
for Defense Programs

SUBJECT: APPROVAL OF SITE OFFICE ACTION PLAN
FOR IMPROVING ACTIVITY LEVEL WORK PLANNING
AND CONTROL PROCESSES

We have reviewed the attached *LASO Site Office Action Plan for Improving Activity Level Work Planning and Control Processes* dated February 3, 2006. The action plan is consistent with the direction provided in my January 23, 2006, memorandum, *Revitalizing Integrated Safety Management; Site Office Action Plans for Improving Activity Level Work Planning and Control Processes*, and is hereby approved.

We appreciate the valuable contributions of Los Alamos Site Office and Los Alamos National Laboratory personnel in the workshops and meetings where the action plan content was developed. We will continue to work with you and the contractor to ensure adequate implementation and documentation of the required actions.

If you have any questions, please contact Rick Kendall, at (301) 903-3102 or by e-mail at Rick.Kendall@nnsa.doe.gov.

Attachment

cc w/attachment:

J. Paul, NA-2

F. Russo, NA-3.6

E. Blackwood, EH-21

D. Compton, DR-1



memorandum

National Nuclear Security Administration
Los Alamos Site Office
Los Alamos, New Mexico 87544

DATE: FEB 03 2006
REPLY TO: S&H:8FB-002
ATTN OF:
SUBJECT: LASO Site Office Action Plan For Improving Activity Level Work Planning and Control Processes

TO: Thomas D'Agostino, Acting Deputy Director for Defense Programs, NA-10, HQ/FORS

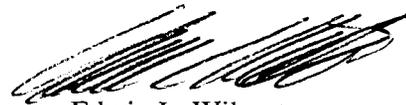
Attached is the LASO Site Office Action Plan for improving activity level work planning and control processes required by commitment 23 of the Implementation Plan for Defense Nuclear Facilities Safety Board recommendation 2004-1, *Oversight of Complex, High-Hazard Nuclear Operations*.

This plan addresses the overall intent of the required actions as outlined in the NA-10 memorandum dated January 23, 2006 and as modified during a conference call on January 19, 2006 (deletion of action to implement the Safety Oversight CRAD on work control).

It should be noted that the required actions have been modified to allow a comprehensive review of the currently identified activity level work control deficiencies from recent internal and external assessments and to incorporate the results of this review into the overall action plan. Additionally, the timing and scope of the actions have been developed in order to minimize the potential impact to higher priority LANL contract transition activities and to ensure the actions taken are supported by the new management and operating contractor to assume leadership on June 1, 2006.

Actions scheduled through May 31, 2006 have been concurred with by UC-LANL. Actions scheduled after that date are under review with LANS as part of the contract transition process.

If you have any questions concerning the action plans, please contact Fred Bell at (505) 665-4856 or myself at (505) 667-5105.



Edwin L. Wilmot
Manager

cc w/attachments:
J. Paul, NA-2, HQ/FORS
F. Russo, NA-3.6, HQ/FORS

FEB 03 2006

J. McConnell, NA-1, HQ/FORS
J. Lorence, DR-1, HQ/FORS
R. Kendall, NA-124, HQ/GTN
G. Schlapper, S&H, LASO
F. Bell, S&H, LASO
K. Keilholtz, OFO, LASO
C. Keilers, DNFSB, LASO
R. Kuckuck, DIR, LANL, MS-A100
D. Cobb, DIR, LANL, MS-A100
B. Stine, ADTS, LANL, MS-A104
T. Gioconda, ADA, LANL, MS-A108
B. Hargis, HSR-DO, LANL, MS-K491
D. Winchell, PS-2, LANL, MS-C347

**NNSA LASO Site Office and Los Alamos National Laboratory Action Plan
for Improving Activity Level Work Planning and Control Processes
DNFSB Recommendation 2004-1 Implementation Plan Commitment # 23**

Commitments		Planned Completion Date	Responsible Individual and Point of Contact	
No.	Planned Action		Site Office	Contractor
1	Review existing site work planning and control processes against the "attributes" from Attachment 1, <i>Activity Level Work Planning and Control Processes - Attributes, Best Practices, and Guidance for Effective Incorporation of Integrated Safety Management and Quality Assurance</i> , identify any gaps, and identify corrective actions to eliminate the gaps;	April 5, 2006	Fred Bell	B. Stine, ADTS
2	Review existing site work planning and control processes against the best practices and guidance from Attachment 1, <i>Activity Level Work Planning and Control Processes - Attributes, Best Practices, and Guidance for Effective Incorporation of Integrated Safety Management and Quality Assurance</i> , identify areas for improvement, and take appropriate actions;	April 5, 2006	Fred Bell	B. Stine, ADTS
3a	Institutionalize the Appendix B CRAD (<i>Assessment Criteria and Guidelines for Performing Assessments of the Effectiveness of Incorporation of Integrated Safety Management and Quality Assurance Principles Into Activity Level Work Planning and Control at NNSA Sites</i>) from Attachment 1, <i>Activity Level Work Planning and Control Processes - Attributes, Best Practices, and Guidance for Effective Incorporation of Integrated Safety Management and Quality Assurance</i> , so that activity level work is routinely assessed by the site offices and contractors for all contractor organizations that perform work;	April 5, 2006	Fred Bell	B. Stine, ADTS
3b	Evaluate existing external and internal assessments, DOE accident investigations, Contractor accident investigations, and other existing reviews for identified work control deficiencies. Actions 1, 2, and 3b will be performed concurrently. (Action 3b from Attachment 4 of the guidance document.)	April 5, 2006	Fred Bell	B. Stine, ADTS
3c	Complete a causal analysis of the identified deficiencies from the existing document reviews from actions 1, 2, and 3b.	April 5, 2006	Fred Bell	B. Stine, ADTS
3d	Identify any high-risk deficiencies where compensatory measures must be implemented.	April 5, 2006	Fred Bell	B. Stine, ADTS
3e	Develop and implement compensatory measures for high-risk deficiencies.	May 31, 2006	Fred Bell	B. Stine, ADTS
3f	Complete a first assessment using the Appendix B CRAD by incorporating the CRAD into the planned Audit and Assessments Work control assessment scheduled for March 2006. (Action 3c from Attachment 4 of the guidance document.)	May 31, 2006	Fred Bell	B. Stine, ADTS

3g	<p>UC-LANL prepare a work control improvement transition plan for LANS that includes:</p> <ul style="list-style-type: none"> ● The Work Control Program Description. ● A list of recent assessments completed (and evaluated above). ● The analysis of the assessment results including individual findings and root causes. ● Compensatory measures implemented. ● The recommended path forward with proposed corrective actions. ● The specific actions and schedule recommended to complete actions 4, 5, and 6 of this plan. 	May 31, 2006	Fred Bell	B. Stine, ADTS
3h	LANS develop and approve a work control improvement corrective action plan to address the information from the transition plan.	June 26, 2006	Fred Bell	TBD
3i	LASO review and concur with the LANS action plan.	July 26, 2006	Fred Bell	TBD
3j	LASO verify implementation of compensatory measures.	June 30, 2006	Fred Bell	TBD
3k	LANS develop a schedule for performing work control assessments such that a broad range of facilities are assessed during FY2007. (Action 3d from Attachment 4 of the guidance document.)	September 26, 2006	Fred Bell	TBD
3l	LASO incorporate work control assessments into the annual assessment plan for FY07	September 29, 2006	Fred Bell	TBD
3m	LASO incorporate LANS action plan into the Performance Evaluation Plan/Oversight Plan	September 30, 2006	Fred Bell	TBD
4	Confirm that work planners are adequately trained and qualified to the criteria/expectations defined in Attachment 2, <i>Training and Qualification of Work Planners</i> , or for those work planners who are not qualified, identify dates by which they will be qualified.	April 30, 2007	Fred Bell	TBD
5	Implement periodic/routine management observation of work activities and interaction with workers in the field/on the floor in accordance with the criteria/expectations defined in Attachment 3, <i>ISM - Management on the Floor Interaction with Workers</i> .	April 30, 2007	Fred Bell	TBD
6	LANS document how the above actions will flow down to ensure the adequacy of work performed by subcontractors, and how adequate implementation by subcontractors is verified.	April 30, 2007	Fred Bell	TBD
6a	LASO document how the above actions will flow down to ensure the adequacy of work performed by subcontractors, and how adequate implementation by subcontractors is verified in LASO ISM system description.	April 30, 2007	Fred Bell	TBD