

**2001 DOE FACILITY REPRESENTATIVES
WORKSHOP
MAY 15-17, 2001**

SUMMARY REPORT



DOE Facility Representative Program
Safety Operations Excellence



Department of Energy

Washington, DC 20585

June 26, 2001

MEMORANDUM FOR DISTRIBUTION

FROM: Joseph Arango, Program Manager 
DOE Facility Representative Program (S-3.1)

SUBJECT: 2001 DOE Facility Representatives Workshop

The 2001 DOE Facility Representatives Workshop was held in Las Vegas from May 15-17, 2001. The purpose of the workshop was to promote sharing lessons learned from Facility Representative Programs across the complex, and to foster the growth of the Facility Representative community. At the workshop, the 2000 Facility Representative of the Year Award was presented to Mr. John R. Eschenberg. A total of 120 people attended, representing every major program and field office with Facility Representatives.

The workshop achieved its objectives. The attached workshop summary provides the following information:

- Workshop Attendees
- Workshop Expanded Agenda
- Summary of Achievements of the 2000 Facility Representative of the Year Nominees and Winner
- Feedback from Group Discussions
- Breakout Sessions Summaries, and
- Survey Results

This year's workshop was a tremendous success. We received many positive comments from participants who found the workshop to be valuable. Based on participant feedback, we have begun planning next year's workshop for the May timeframe in Las Vegas.

Please call me at (202) 586-7599 if you have any questions or comments regarding the results of this workshop.

Attachment

J. Arango to Distribution
June 26, 2001

Distribution:

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Facility Representative Sponsors
Facility Representative Steering Committee Members

Workshop Attendees

2001 DOE Facility Representatives Workshop Summary

I. Workshop Objectives

The DOE Facility Representatives Annual Workshop was held in Las Vegas from May 15-17, 2001. The purpose of the workshop was to share lessons learned from Facility Representatives across the complex and to foster the growth of the Facility Representative community.

II. Workshop Design

A. Workshop Attendees

Field and program office managers were requested to provide representatives to this workshop. A total of 120 personnel attended, representing almost every major program and field office. Included were 67 Facility Representatives, which represents about one third 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 per operations or field office.

B. Workshop Agenda

The workshop agenda included a combination of joint sessions, panel discussions, a small group discussion, and breakout sessions. The themes for the three days were: Program Successes and Challenges, Effective Operational Oversight, and Managing Your Career. Appendix B provides the expanded workshop agenda and descriptions of the afternoon breakout sessions.

C. Workshop Presentation Materials

Workshop presentation materials have been made available on the Facility Representatives Web Site at <http://www.facrep.org>.

III. Workshop Results

A. 2000 Facility Representative of the Year Nominees and Winner

At the workshop, the 2000 Facility Representative of the Year Award was presented to Mr. John R. Eschenberg from the DOE Savannah River Operations Office. Mr. Eschenberg recently transferred to the Los Alamos Area Office where he is a Facility Representative at the Technical Area 55 Plutonium Facilities. A total of 15 Facility Representatives were nominated for this year's award. Appendix C provides a summary of the achievements of this year's nominees and winner. The summary may be useful for other Facility Representatives to learn about the level of performance that merits this recognition.

B. Workshop General Sessions and Panel Discussions - Summary

Mr. Ralph Erickson, Associate Administrator for Facilities and Operations within the National Nuclear Security Administration, provided the keynote address. The themes of his address were the importance and value of Facility Representatives to management, and recent actions within NNSA to achieve increased Facility Representative staffing.

General session topics discussed at the workshop covered a broad spectrum including program goals, line management and safety oversight, nuclear safety management rule, Price-Anderson Amendments Act, leadership development, and career progression. Each of the three days included a panel discussion that allowed for questions and answers and some lively discussion on management expectations, effective facility oversight, and career progression.

On the afternoon of the first day, the workshop participants divided into small groups to answer questions regarding safety at sites and facilities. Each group then presented the results of its discussions. Appendix D provides a summary of the results from the small group discussions.

C. Workshop Breakout Sessions - Summary and Action Items

The facilitator of each workshop breakout session provided a summary of breakout session discussions and actions. Appendix E provides these summaries.

D. Summary of Participant Surveys

Workshop participants were requested to complete a survey regarding the workshop and the program web site. Appendix F provides the survey results.

APPENDICES:

- Appendix A Workshop Attendees
- Appendix B Expanded Agenda
- Appendix C Summary of Achievements of the 2000 Facility Representative of the Year Nominees and Winner
- Appendix D Feedback from Small Group Discussions
- Appendix E Workshop Breakout Session Summaries
- Appendix F Workshop and Web Site Survey Results

Appendix A

Percentage of Facility Representatives at the Workshop from Field/Ops Offices

Ops/Field Office	Total Number of FRs	Number of FRs at Workshop	Percentage
NV	7	6	86%
AL	34	17	50%
CH	15	7	47%
RF	15	6	40%
ORP	7	2	29%
SR	43	12	28%
RL	22	5	23%
ID	19	4	21%
OAK	11	2	18%
OH	13	2	15%
OR	29	4	14%
TOTALS	215	67	31%

Number of Facility Rep Sponsors at Workshop: 8 out of 12 = 75%

Number of Facility Rep Steering Committee Members at Workshop: 23 out of 36 = 64%

Appendix A

2001 DOE Facility Representatives Workshop Attendees

First Name	Last Name	Organization	Site	Phone	Email
Scotty	Afong	Nevada Operations Office	FAC REP / NEVADA	702-295-0001	afong@nv.doe.gov
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Richard L.	Black	EH-53	HQ	301-903-3465	richard.black@hq.doe.gov
Ed	Blackwood	EH-24	HQ	301-903-0124	ed.blackwood@eh.doe.gov
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Joseph	Cohen	Savannah River Operations Office	FAC REP / SAVANNAH RIVER	803-725-5664	joseph-p.cohen@srs.gov
David	Compton	S-3.1/SpecPro	HQ	202-586-1034	david.compton@hq.doe.gov
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David	Cook	OH/West Valley Demonstration Project	FAC REP / WVDP	716-942-4469	david.c.cook@wv.doe.gov
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Appendix A

2001 DOE Facility Representatives Workshop Attendees

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Appendix A

2001 DOE Facility Representatives Workshop Attendees

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Appendix A

2001 DOE Facility Representatives Workshop Attendees

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Robert (Bob)	Seal	Idaho Operations Office	FAC REP / IDAHO	208-526-7856	sealrc@id.doe.gov
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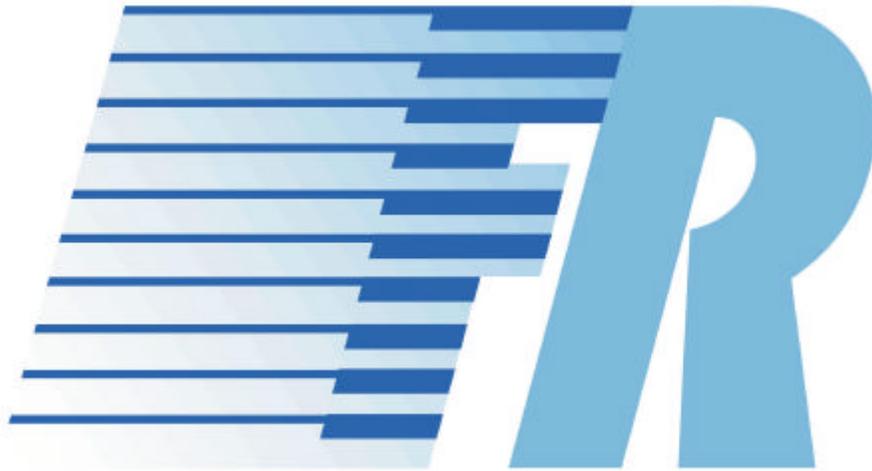
Appendix A

2001 DOE Facility Representatives Workshop Attendees

First Name	Last Name	Organization	Site	Phone	Email
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Edmond	Tourigny	NE-40	HQ	301-903-3679	edmond.tourigny@hq.doe.gov
John	Trevino	Richland Operations Office	FAC REP / HANFORD	509-372-2208	john_e_trevino@rl.gov
Ivan	Trujillo	Los Alamos Area Office	FAC REP / LOS ALAMOS	505-667-4664	itrujillo@doeal.gov
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Daniel	Varhus	Los Alamos Area Office	FAC REP / LOS ALAMOS	505-665-6505	dvarhus@doeal.gov
Joseph	Voice	Richland Operations Office	HANFORD	509-376-8523	joseph_d_voice@rl.gov
Ken	Wade	Office of River Protection	FAC REP / HANFORD	509-373-9961	kenneth_g_wade@rl.gov
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Appendix B

EXPANDED AGENDA



**U.S. DEPARTMENT OF ENERGY
FACILITY REPRESENTATIVES
ANNUAL WORKSHOP**

**MAY 15-17, 2001
LAS VEGAS, NEVADA**

Day 1: Tuesday, May 15, 2001

Theme: Program Successes and Challenges

- 8:00 a.m. Opening Remarks - Joe Arango, Facility Representative Program Manager
- Joe Arango has been the Facility Representative Program Manager since October 1999. He works at DOE Headquarters in the Office of the Departmental Representative to the Defense Nuclear Facilities Safety Board.*
- 8:15 a.m. Welcome - Debbie Monette, Assistant Manager for National Security, Nevada Operations Office
- This is the fifth year the Nevada Operations Office has hosted the Facility Representatives Annual Workshop. Debbie Monette will welcome workshop attendees on behalf of the Nevada Operations Office.*
- 8:30 a.m. Keynote Address - Ralph Erickson, National Nuclear Security Administration
- Ralph Erickson was recently named the Acting Associate Administrator for Facilities and Operations in the National Nuclear Security Administration. Prior to that he was the Chief Operating Officer of Defense Programs.*
- 9:00 a.m. DOE Facility Representative of the Year Award Presentation - Mark B. Whitaker, Departmental Representative to the DNFSB
- Mark B. Whitaker, Jr. is the Departmental Representative to the Defense Nuclear Facilities Safety Board and will be presenting the DOE Facility Representative of the Year Award. A selection panel consisting of DOE Headquarters Program Office and Field Office personnel chose the award winner from 15 nominees. All candidates are commended for their nomination.*
- 9:30 a.m. Break
- 9:50 a.m. Program Summary - Joe Arango, Facility Representative Program Manager
- Joe will provide a status of the Facility Representative Program and will review goals and objectives for the program.*
- 10:10 a.m. Management Panel/Questions and Answers (Joe Arango; Mark Whitaker; Ralph Erickson; Kathleen Carlson; Paul Golan; Roy Schepens; Bill Brumley)
- The Management Panel will field questions from the workshop attendees. In addition to those who already gave presentations this morning are Kathleen Carlson, Manager Nevada Operations Office; Paul Golan, Deputy Manager Rocky Flats Field Office; Roy Schepens, Assistant Manager Material & Facility Stabilization, Savannah River Operations Office; Bill Brumley, Manager Y-12 Area Office.*
- 11:30 a.m. EM-40's Approach to Line Management and Oversight - Mike Weis, Associate Deputy Assistant Secretary, Office of Project Completion, Environmental Management
- The Office of Project Completion (EM-40), with line management oversight responsibility at Savannah River, Hanford, and Idaho, has developed a management system to focus line management oversight within their office. The presentation is*

designed to expose Facility Representatives to one headquarters perspective of line management oversight, through the line management oversight plan (LMOP), and perhaps show the Facility Representatives some parallels between their functions and those of headquarters personnel.

12:00 noon Lunch

AFTERNOON BREAKOUT SESSIONS:

<u>TIME</u>	<u>TRACK A</u>	<u>TRACK B</u>
1:30 p.m. - 2:45 p.m	<p>Cerro Grande Fire Michelle Bruns, KAO LAAO Facility Reps The Cerro Grande fire of May 2000 burned approximately 9000 acres on Los Alamos National Laboratory, damaged many structures, and resulted in the condition of most facilities being unknown. Facility Representatives from LAAO, KAO, AAO, and AL pulled together in an emergency situation and, utilizing common skills, directly contributed to the authorization to safely and expeditiously reenter facilities following the fire. The best practices implemented by this team suggested an organization with years of maturity as opposed to a total duration of less than a month. The ability to mobilize and implement a mature working team in just a few days and to complete the volume of tasks necessary with the professional competence displayed is truly commendable.</p> <p>Hanford SNF Movement Rob Hastings, RL Ken Wade, ORP A brief discussion of the SNF ORR and issues that arose, background on desire and commitments made to provide 24 hour FR coverage for fuel movements, a few details of the around the clock coverage provided, and most important, the lessons learned from our experience.</p>	<p>Combined Facility Representative Steering Committee and Sponsor Meeting Joe Arango</p>

- 3:00 p.m. Small Group Discussions. Topics:
- (a) What is your overall assessment of safety at your facility/site?
 - (b) What areas do you regularly emphasize in performing your role?
 - (c) What lessons have you learned from recent operations in your facilities?
 - (d) What help do you need to effectively perform your role?

The Workshop participants will divide into small groups and discuss these and any other relevant topics. Each group should elect a leader to report to the whole Workshop the results of the discussion.

4:00 p.m. Groups Report Results to the Workshop

5:00 p.m. Adjourn

Day 2: Wednesday, May 16, 2001

Theme: Effective Operational Oversight

- 8:00 a.m. Introduction - Joe Arango, Facility Representative Program Manager
- Joe will provide an overview of the Day 2 topics.*
- 8:15 a.m. Facility Representative Contributions to Safe Operations - Paul Golan, Deputy Manager Rocky Flats Field Office
- Paul Golan has been the Deputy Manager at RFFO since November 1999. He will provide his perspective on the importance of Facility Representatives in ensuring safe operations.*
- 8:45 a.m. Nuclear Safety Management Rule and Price-Anderson - Richard Black, Director Office of Nuclear Safety, Policy, and Standards (EH-53) and R. Keith Christopher, Director Office of Price-Anderson Enforcement (EH-10)
- Dick Black will provide a discussion on the new Nuclear Safety Management Rule (10 CFR Part 830) and its impact on contractor activities that relate to nuclear facilities. The discussion will focus on the scope of the rule, the requirements, schedules, and responsibilities. Keith Christopher will briefly overview current status and structure of the PAAA Enforcement Program, discuss implications of the NNSA/Enforcement MOU and how routine Facility Representative activities are integrated into the Enforcement program.*
- 10:15 a.m. Break
- 10:30 a.m. Safety Oversight - Ray Hardwick, Associate Deputy Assistant Secretary for Oversight (EH-2)
- Ray Hardwick will provide an overview of the restructured and strengthened approach to Independent Environment, Safety, and Health Oversight including mission, objectives, and approach. The focus will be placed on opportunities for coordination, interface, and mutual support with the DOE Facility Representatives.*
- 11:15 a.m. Facility Representative Panel/Questions and Answers
- (2000 Facility Representative of the Year; Ben Harp, 1999 Facility Representative of the Year; J.J. Hynes, Savannah River Site Facility Representative; Paul Gubanc, DNFSB Oak Ridge Site Representative; Rick Eckstein, INPO Senior Representative for Assistance)
- The panel members will provide some introductory comments regarding onsite safety and operations and then will answer questions from the Workshop attendees.*
- 12:15 p.m. Lunch

AFTERNOON BREAKOUT SESSIONS:**TIME****TRACK A****TRACK B****1:30 p.m. - 2:45 p.m. Effective Performance Measures and Indicators**

Delmar Noyes, RFFO
Steve Wellbaum, YAO
Casimiro Izquierdo, HQ FE-42

This breakout session will involve a follow-up discussion from last year's Rocky Flats presentation on field observations and trending. Similar information will be presented for Y-12 facilities. Performance measures and a process used for benchmarking oversight elements at facilities under the Office of Fossil Energy will also be presented.

3:00 p.m. - 4:15 p.m. Headquarters Facility Representative Program Assessments

John Serocki, HQ EM-5
Joe King, HQ DP-45
Ed Tourigny, HQ NE-40
Ray Schwartz, HQ SC-83

The HQ Steering Committee members will provide an update/summary of their program assessments.

Information Databases - Is There a Future for Personal Digital Assistants (PDAs) in the Facility Representative World?

Chuck Decker, OR
Dave Cook, WVDP

This breakout session will explore recent advances in Information Technology and how these advances can be utilized to improve the effectiveness of DOE Facility Representatives. In particular, examples of how PDAs are being used by ORNL and WVDP Facility Representatives will be presented, followed by an open discussion on how these devices, and their applications, might be utilized and/or standardized across the complex. PDAs are currently being used to: store occurrences/findings and track their corrective actions to completion (in a database format similar to CATS), search electronic regulatory documents, document daily activities, prepare monthly surveillance reports, send and receive email, and maintain calendars, to do lists, memos, and address books. These applications and others can benefit the Facility Representative by allowing them to maximize the time spent in their facility(s).

Innovations in Training Approaches:**Exam Banks**

Stacy Helmann, RL

RL will demonstrate a program they've developed utilizing Microsoft Access to manage FR qualification status and exams. The program allows the user to manage all questions in the exam banks, as well as build exams/keys as needed for FR qualification. The program has been developed with flexibility in mind - so other sites can adapt it for their application.

Computer-Based Training

Scotty DeClue, SRS

SRS will demonstrate and discuss computer-based training modules used for Facility Rep functional area qualifications. Some of these modules are being used at the Facility Rep Training Course in Albuquerque.

AFTERNOON BREAKOUT SESSIONS, continued:

**4:30 p.m. -
5:30 p.m.**

**Configuration Management of Vital
Safety Systems - Status and Role of
Facility Reps**

Mike Mikolanis, HQ S-3.1

The status of the recent DNFSB Recommendation 2000-2 on Configuration Management of Vital Safety Systems will be discussed. The role of Facility Reps in completing the Department's 2000-2 implementation plan will also be discussed.

Challenge of Research Oversight

Ray Schwartz, HQ SC-83

Bob Seal, ID

Jerry Conley, JLAB Site Office Manager

Dave Osugi, Stanford Site Office

John Houck, CH

Michelle Bruns, KAO

Approaches to effective oversight that provides latitude for the researcher and assurance of protection for that researcher, co-workers, public and environment will be discussed. Among salient considerations for an oversight activity are that research typically involves highly skilled individuals whose motivations are seldom economically focused, a constant changing of research parameters, and unique situations and combinations of risk that drive the need for tailored safety controls.

Day 3: Thursday, May 17, 2001

Theme: Managing Your Career

- 7:30 a.m. Introduction - Joe Arango, Facility Representative Program Manager
Joe Arango will provide an overview of the Day 3 topics.
- 7:45 a.m. Career Opportunities for Facility Representatives - Dan Glenn, Manager Amarillo Area Office
Dan Glenn, a former Facility Representative, will discuss: (1) the evolution of the FR program, (2) management expectations for today's FRs and (3) career development opportunities.
- 8:45 a.m. Leadership Development - Emil Morrow, Senior Technical Advisor (Nuclear Safety), Office of Defense Programs
Emil Morrow will present his thoughts on career development in DOE.
- 9:15 a.m. Break
- 9:30 a.m. Pipeline Management:
Automated Job Postings - Ken Ivey, Director Operations Management Division, Y-12 Area Office
Facility Rep Job Classification - Bob Stallman, Deputy Assistant Manager for Operations, Idaho Operations Office
Ken Ivey will discuss the automated job postings being used at Oak Ridge Office. Bob Stallman will discuss the Facility Rep job classification 1601 at Idaho.
- 10:00 a.m. Leadership Development Panel
(Emil Morrow; Dan Glenn; Jeff Cravens, Division Director, Oak Ridge Emergency Management; Ken Ivey)
Emil Morrow will lead the Panel of former Facility Reps who are now in senior management positions. They will talk briefly on their experiences and then answer questions from the attendees.
- 11:00 a.m. Tour of Yucca Mountain
The bus will leave from the Embassy Suites Hotel parking lot at 11:00 am.
- 6:00 p.m. Return to Hotel

Appendix C

Nominees for the 2000 DOE Facility Representative of the Year Award



WINNER OF THE 2000 FACILITY REPRESENTATIVE OF THE YEAR:

JOHN R. ESCHENBERG, DOE-SR (now at LAAO)

Michelle D. Bruns, Kirtland Area Office

Facility: Michelle has been a Senior Facility Representative with the Kirtland Area Office for the “Z Pulsed Power Accelerator facilities at Sandia National Laboratories since June 2000. Prior to June 2000, Michelle was a Senior Facility Representative for Technical Area 1 (TA-1) at Sandia National Lab. TA-1 consists of 75 buildings that contain approximately 2000 laboratories and about 2000 scientists, engineers, and technicians. Major facilities in TA-1 include the Microelectronics Development Laboratory, the Compound Semiconductor Research Laboratory, the Advanced Manufacturing Processes Laboratory, and more than 72 other facilities that include light and heavy laboratories.

Achievements: Michelle’s achievements include:

- Responded to a leak of the hydrochloric acid storage tank at the Microelectronics Development Laboratory and conducted a follow-up investigation. Michelle quickly assessed the situation, made recommendations to Sandia National Laboratory (SNL), and kept her management informed of the status of recovery operations. During discussion of corrective actions, Michelle was instrumental in convincing SNL to eliminate the hazards of using hydrochloric acid (15,000 gal/yr) and sodium hydroxide (8,760 gal/yr) and pursue the installation of an Electro-Deionization (EDI) System. Due to Michelle’s leadership, Sandia National Laboratory was able to get additional funding for installation of the EDI system thus providing life cycle cost savings of approximately \$3,300,000.
- Supported the Los Alamos Area Office for the Cerro Grande Fire recovery operations. Michelle performed oversight of facility recovery operations for two nuclear, three radiological, and one moderate hazard facility. Facility recovery involved the performance of Safety Reconnaissance, Condition Assessment, and approval of Facility Recovery plans. Michelle’s outstanding knowledge of laws and regulations, outstanding knowledge and demonstration of Facility Representative duties, overall leadership, and oral and written presentation skills were duly noted by the Los Alamos Area Manager.

David C. Cook, West Valley Demonstration Project

Facility: David is a Facility Representative for the Spent Fuel Shipping (SFS) Project. This mission-critical project consists of a Hazard Category 2 facility and involves the inspection, movement, cask loading, and transportation of 125 spent nuclear fuel assemblies from the West Valley Demonstration Project (WVDP) to Idaho National Engineering and Environmental Laboratory.

Achievements: David’s achievements include:

- During readiness preparations for the SFS Project, David made numerous valuable observations, which assisted the WVDP in successfully completing its Operational Readiness Review. Early in the readiness process, David discovered several key

inconsistencies in the Safety Analysis Report for SFS Projects. David worked with the contractor in a constructive manner to get these issues resolved.

- David participated on an investigation team that evaluated the failure of a 100-ton crane used for moving the spent nuclear fuel casks. David's presence on the team resulted in a more comprehensive investigation and he took the initiative to personally ensure the thoroughness of the associated corrective actions.

Maria V. Dikeakos, Brookhaven Area Office

Facility: Maria is the Brookhaven Area Office's Senior Facility Representative responsible for oversight of five Operable Units (including soils, groundwater, and river sediment projects), several removal actions under CERCLA, decommissioning of two research nuclear reactors - Brookhaven Graphite Research Reactor (BGRR) and High Flux Beam Reactor (HFBR), and management of radioactive and hazardous waste facilities - Hazardous Waste Management Facility (category 2 nuclear), Waste Management Facility (category 3 nuclear), and liquid waste storage and treatment facilities.

Achievements: Maria's achievements include:

- Identified that the authorization basis documentation at the Hazardous Waste Management Facility (HWMF) was inaccurate and outdated. Maria was vigilant in ensuring that upper level management attention was focused to ensure the HWMF was in a safe condition and documentation problems were corrected. A Price Anderson Amendments Act (PAAA) violation was issued for the programmatic concern in maintaining authorization bases current throughout Brookhaven National Laboratory (BNL). This resulted in an intense effort to improve nuclear safety at BNL with the revitalization of the lab's nuclear safety committee and upgrades to BNL's guidance for nuclear safety.
- Raised management attention to the chronic rainwater flooding of a waste management building basement. The rainwater eventually became radioactively contaminated as a result of the flooding. Limited resources and competing priorities allowed this condition to exist (with potential releases to the environment) for significant periods. Maria's attentiveness directed funding towards the basement flooding problem and the disposal of legacy materials from the building.

John R. Eschenberg, Savannah River Operations Office

Facility: John provides oversight of FB-Line and 235-F facilities, which are aging plutonium processing facilities crucial to the completion of Defense Nuclear Facilities Safety Board (DNFSB) Recommendation 2000-1 milestones.

Achievements: John's achievements include:

- Immediately volunteered to participate in a Type A Accident Investigation team following a major plutonium intake accident at Los Alamos. Within three days, he was at the accident scene. John made several entries into the highly contaminated room where the accident occurred, providing hands-on feedback to the investigation team about this event. After the team completed the data collection and analysis phase of the investigation, John stayed behind at the facility to oversee and direct testing of suspect components. His efforts led directly to the determination that the root cause for this event was improperly assembled compression fittings.
- Authored a safety bulletin on the deficiencies found with the installation of compression fittings and the inappropriate use of Teflon in radioactive systems. The bulletin was distributed nationwide to several industries. John has served as a subject matter expert on compression fitting installation. In this capacity, he has responded to questions from vendors and contractors throughout the country.

Timothy T. Henderson, Oakland Operations Office

Facility: Tim is the Facility Representative for the laser and physics facilities at the Lawrence Livermore National Laboratory. The mission of the site is research, development, safety assurance and reliability of nuclear weapons, and research and development in other areas such as strategic defense, basic energy sciences, biomedicine, and science education.

Achievements: Tim's achievements include:

- Identified several serious laser safety issues throughout the laboratory and research areas. In particular, Tim identified several hazardous operations involving laser research, laser measurement, and personnel protection issues. Tim was able to identify those issues and bring them to the contractor's attention. Furthermore, due to the complexity of the issues, a "For Cause" Review was developed and lead by Tim to help identify and categorize these hazards before any new reportable occurrences happened.
- Identified several hazardous work situations regarding electrical safety, including lock and tag, two person rule, and documentation. Again, a "For Cause" Assessment was conducted with Tim taking a major role in identifying and resolving issues with safety class equipment, hazard communications, and electrical maintenance work.

Nicole K. Hernandez, Idaho Operations Office

Facilities: Nicole is the Facility Representative for the Radioactive Waste Management Complex (RWMC) and Waste Reduction Operations Complex (WROC) at Idaho National Engineering and Environmental Laboratory. The RWMC is a 168-acre area used to manage solid transuranic waste and solid low-level radioactive waste generated in

national defense and research programs. The WROC provides for the safe treatment, storage, and recycling of radioactive, mixed and low-level wastes.

Achievements: Nicole's achievements include:

- Developed an integrated ESH&QA oversight plan for the Facility Representative program at RWMC and WROC. The oversight plan ensures that Facility Representatives activities are defined based on ESH&QA trends and management concerns and provides a mechanism to ensure that each activity at the RWMC and the WROC are assessed at least once each year. In executing this oversight plan, the Facility Representatives have performed more focused oversight to more clearly identify those aspects of operations that are performed effectively and those aspects that require additional contractor management attention.
- Conducted an extensive assessment of waste management activities at RWMC and WROC from October 10-November 8, 2000. The assessment included reviewing the management practices associated with the Resource Conservation and Recovery Act (RCRA) Satellite Accumulation Areas and Less than 90-day Storage Areas. The review concluded that significant improvements were necessary in the management of wastes including training, access control, and waste characterization. The review increased the awareness of RCRA regulations and enhanced the environmental posture at the INEEL.

Robert V. Herson, Rocky Flats Field Office

Facility: Robert is a Facility Representative at the Building 371 Closure Project at Rocky Flats Environmental Technology Site. Building 371 provides interim storage and repackaging for Rocky Flats plutonium. After all plutonium is removed from Building 371 it will be deactivated, decontaminated, decommissioned and demolished. He was previously the Facility Representative at the Building 771 Closure Project.

Achievements: Robert's achievements include:

- Identified significant work control deficiencies in the 771 Closure project, which combined with additional indicators led to a significant fee penalty for failure to adequately implement work control at the site. He also participated in the identification of core issues that resulted in RFFO-directed corrective actions for serious safety concerns.
- Robert Herson has also made other significant contributions to the safety and the site mission through detailed event investigations and follow-up. This includes identification of problems with supplied breathing air garments used during highly radiologically contaminated work. Holes were being found in the supplied breathing air garments when they were inspected and when lightly pulled the garments seams ripped. Robert investigated these concerns and raised them to the facility management and DOE management. His action resulted in improved procurement requirements,

receipt inspection, and ultimately to improvements in the garments that are used to protect the worker.

John W. Houck, Argonne Area Office

Facilities: John is a Facility Representative at the Advanced Photon Source (APS) at Argonne National Laboratory in Argonne, Illinois. The APS is a DOE National User Facility using synchrotron radiation as a light source for research. Utilizing high-brilliance x-ray beams from the APS, facility users carry out basic and applied research in the fields of materials science, biology, physics, chemistry, and other areas. This year more than 1500 users will carry out research at the APS.

Achievements: John's achievements include:

- Participated in the Advanced Photon Source Readiness Assessments and identified several important improvements. As a result of John's continued vigilance and technical inquisitiveness, the APS was able to provide x-rays this past year above the operating goal of 95% availability for 5000 scheduled hours. APS has not had any reportable occurrences during this past year.
- Served as the Team Leader for the triennial review of the Facility Representative program. This review identified several areas for program improvement and methods for improving communication with the Laboratory.

Daniel Rivas, Amarillo Area Office

Facilities: Dan is a Facility Representative at the Pantex Plant. The Plant is the only nuclear weapons assembly and disassembly facility in the United States.

Achievements: Dan's achievements include:

- Identified unreviewed safety questions in the area of lightning protection based on new information from the National Laboratories. Dan questioned the effectiveness of existing facility lightning protection systems when the new information indicated that additional lightning protection must be provided by maintaining a faraday cage within the facility and by maintaining required standoff distances between the nuclear weapon and the facility. Because of his questioning attitude, rigorous controls have been instituted and the Authorization Basis updated to provide additional safety measures.
- Questioned why an obsolete stubbed penetration was not bonded to the facility. Although this penetration did not proceed into the work area containing nuclear weapons, he was concerned that a current path could be established into the nuclear weapon work area. Dan worked with other Federal staff to involve a recognized lightning expert at Sandia National Laboratory to evaluate the situation. Dan's proactive actions led to the realization that this physical configuration was not

adequately analyzed or addressed by existing Safety Analyses and that the as-found condition represented an unreviewed safety question. These obsolete stubbed penetrations were subsequently bonded to the facility rebar to provide an improved margin of safety.

Robert L. Stroud, Oak Ridge Operations Office

Facilities: Robert is the Facility Representative for the Three-Building Decontamination and Decommissioning Project at the East Tennessee Technology Park in Oak Ridge. His facilities include Buildings K-29, K-31, and K-33, which are category 2 nuclear facilities formerly used for gaseous diffusion enrichment of uranium.

Achievements: Robert's achievements include:

- Identified problems with the structural welding being performed during a construction project. By "pulling the string", Robert also found other quality control problems associated with the construction of the facility. Robert immediately alerted DOE and Contractor Management of the deficiencies. This allowed for quick resolution of what could have been serious flaws in the structure had they gone undetected.
- Identified an unreviewed safety question after his review of one of the accidents analyzed in the Basis for Interim Operations. He found an incorrect analysis to determine the risk of criticality from uranium deposits left in the process gas system. The contractor had used an incorrect probability, and the calculation was off by an order of magnitude. He brought this to the attention of the appropriate contractor and DOE staff and ensured that proper corrective actions were taken.

Ivan E. Trujillo, Los Alamos Area Office

Facility: Ivan is a Facility Representative for the Technical Area 55 Plutonium Facility Site at the Los Alamos National Laboratory. TA-55 is category 2 nuclear facility. Programs and processes at TA-55 include the Pit Manufacturing Program, Pit Research and Development, the Advanced Recovery and Integrated Extraction System (ARIES) program, and other activities in support of the Stockpile Stewardship, Stockpile Management, and Nuclear Materials Management Programs essential to DOE's success.

Achievements: Ivan's achievements include:

- Supported the Type A Investigation of the Plutonium-238 Multiple Intake Event. Ivan's actions taken in response to the accident were prompt and provided an immediate DOE presence, which helped mitigate any further adverse effects. Ivan also was involved in the follow-up corrective actions detailed in the Judgments of Need that required continued day-to-day Facility Representative surveillance.
- Supported the Los Alamos Area Office during activation of the LANL Emergency Operations Center during the Cerro Grande Fire, serving as the DOE Primary Point of

Contact. Immediate actions taken by Ivan helped mitigate adverse consequences from the fire impacting TA-55 facilities. Ivan also was actively involved in recovery operations that helped the Laboratory to safely resume operations. Facility recovery involved the performance of Safety Reconnaissance, Condition Assessment, and approval of Facility Recovery Plans to help ensure that the facility was safe and within authorization basis for startup and resumption of work. His efforts during the fire and recovery efforts were recognized with a Albuquerque Office *MANAGERS AWARD* and a *SOAR AWARD* from the Secretary of Energy.

Kenneth G. Wade, Office of River Protection

Facility: Ken is a Facility Representative for the Hanford Tank Farms in the Office of River Protection. The Tank Farms consist of 177 underground storage tanks with approximately 53 million gallons of solid, liquid and sludge-like radioactive wastes.

Achievements: Ken's achievements include:

- Identified improper valve configurations during the transfer of high-level radioactive waste, which violated Technical Safety Requirements controls. Ken discovered that drain valves on the pipe encasement were closed preventing high-level waste leaks from being detected at the safety class leak detectors. As a result, the contractor terminated an ongoing waste transfer until the issue could be resolved and performed an Unreviewed Safety Question. Ken "pulled the string" and discovered additional errors with the high-level waste transfer accident analysis, which resulted in accident radiological dose consequences not being bounded by the current safety analysis.
- Led the Sub-Team during the Operational Readiness Review of the K-West storage basin for the Spent Nuclear Fuel program, and participated during the Operational Readiness Review of the Cold Vacuum Drying Facility in the functional areas of operations and procedures at the Hanford Site. During the ORRs several deficiencies were identified. The issues were significant enough to require DOE oversight, which included Ken's expertise, during the movement of the first fuel containers.

Joseph J. Waring, Richland Operations Office

Facility: Joe is a Facility Representative for the Plutonium Finishing Plant at the Hanford Site. The Plutonium Finishing Plant is located in the 200 West Area and is a category 2 defense nuclear facility. Activities at PFP include stabilizing and storing over 17 metric tons of plutonium, including special nuclear material under the International Atomic Energy Agency's control.

Achievements: Joe's achievements include:

- Coordinated DOE oversight activities for four new process start-ups at PFP: (1) the contractor Readiness Review for the start-up of three additional thermal stabilization furnaces; (2) the contractor Readiness Review for the repackaging of plutonium ash

residues and shipment directly to WIPP; (3) the DOE Operational Readiness Review to process and stabilize plutonium bearing solutions; and (4) the contractor Readiness Assessment to repackage plutonium metal using the Bagless Transfer System. During activities for each start-up over a period of several months, Joe worked a grueling schedule consisting of back shifts, weekends, and holidays. Joe's intimate involvement in each of the start-up preparations enabled him to identify numerous problems early and allowed facility management to effectively resolve issues without any negative impact to the start-up schedule.

- Identified significant areas of concern regarding compression fitting inspections conducted at PFP. Initial inspections at PFP were limited to Sweglok fittings on active gloveboxes and hoods. The initial scope did not address inactive portions of the facility, thousands of feet of chemical piping in the facility with compression fittings, or other brands of compression fittings subject to similar failures. Joe's identification of inadequate and incomplete inspections resulted in the Richland Operations Office directing the contractor to broaden the scope of the inspection, and perform essential quality assurance verifications of the inspection process. Joe's investigation of this issue resulted in identification of several hundred additional compression fittings improperly installed.

Steven E. Wellbaum, Y-12 Area Office

Facility: Steve is the Lead Facility Representative for Y-12 Area Office and serves as a Facility Representative for Enriched Uranium Operations (EUO). The Y-12 complex is a manufacturing facility that plays an integral role in DOE's science-based Stockpile Stewardship Program. Activities at Y-12 are associated with research, design, development, and testing of nuclear weapons and the assessment and certification of their safety and reliability.

Achievements: Steve's achievements include:

- Found repeated instances of improper fissile material storage and improper operator handling of fissile material in EUO facilities which indicated that the implementation of nuclear criticality safety fundamentals had become suspect. When contractor management failed to correct the problems, Steve informed local DOE management and ordered the contractor to place EUO operations in a safe, stable condition and halt all fissile material operations, Steve took the necessary action to ensure safety in the most complex enriched uranium facility at Y- 12.
- Found the contractor programmatically using unqualified personnel to perform fissile material handling operations. During routine oversight activities, Steve found an unqualified operator incorrectly maintaining a nitric acid scrubber. While investigating why the operator had been allowed to operate the scrubber, Steve found the contractor was assigning personnel to perform safety significant operations before completing qualification or certification. The contractor had misinterpreted the DOE

requirements for training and determined that personnel could perform safety significant operations after completing only classroom and practical factors training.

Christopher A. White, Miamisburg Environmental Management Project

Facility: Chris is the Facility Representative for the Waste Management, Test Fire Valley Safe Shutdown, and Soils Remediation projects at the Miamisburg Environmental Management Project (MEMP). Activities at MEMP include the cleanup of facilities and associated areas that are contaminated with various quantities of low-level, mixed radioactive, and hazardous substances, and the transition of the site to the Miamisburg Mound Community Improvement Corporation.

Achievements: Chris's achievements include:

- During routine oversight activities, identified numerous dangerous situations that were quickly corrected, including no fall protection in use during the construction of the Salt Storage Shed, use of outdated fall protection measures during the demolition of the Bioremediation Facility, and improper shoring of a trench during work. The prompt action taken upon identification of these imminent danger situations led to the immediate removal of the danger and the avoidance of possible serious injury or death. In addition, the broad corrective actions and lessons learned provided to the site have led to an improvement in the safety performance and culture.
- Served as the assessment team leader for Conduct of Operations Assessments for Test Fire Valley Safe Shutdown activities and the Soils Remediation Project. His leadership and conduct of operations knowledge ensured the success of the assessment teams. Although no significant deviations from Conduct of Operations Principles were noted, the conduct of operations within those projects has increased markedly and led to a safer and more efficient work environment.



The Secretary of Energy

Washington, DC 20585

April 11, 2001

MEMORANDUM FOR JOHN R. ESCHENBERG
SAVANNAH RIVER OPERATIONS OFFICE

FROM: SPENCER ABRAHAM

SUBJECT: Facility Representative of the Year for 2000

A handwritten signature in black ink that reads "Spencer Abraham".

Congratulations on your selection as the Department of Energy's (DOE) Facility Representative of the Year for 2000. Your outstanding contributions to operational and safety oversight at Savannah River Site's FB-Line and 235-F facilities have been instrumental in keeping these important facilities operating safely and efficiently.

As a Facility Representative, you serve on the front line of managing contractor performance and ensuring the safe, reliable operations of our facilities. You are an exemplar of the Facility Representative Program, a program that is broadly respected for its excellent contributions to fulfilling DOE's missions. You can be particularly proud to be chosen this year from a strong field of qualified nominees. Your selection as the Department's Facility Representative of the Year recognizes your dedication, superior technical knowledge, record of results, and commitment to continuous improvement.

Thank you for your outstanding service and I wish you much continued success in your DOE career.

Appendix D

Feedback from Small Group Discussions

During Day 1 of the Workshop, participants were divided into small groups to answer the questions below. Answers are summarized.

Question 1: What is your overall assessment of safety at your facility/site?

- Facilities/sites are generally safe/o.k.; safety improved/not losing sleep, BUT still have weaknesses (8)
- Conduct of Operations is better in higher-hazard and mission-important operational facilities (5)
- Demands Constant Vigilance; Safety better where FR oversight is focused (2)
- Pockets of Excellence (2)
- ISM is Maturing; Safety Improving Since ISM Implementation (2)
- Operational Occurrences and Accidents are Down; Near-Misses are Up (2)
- Strengths in improved teaming with contractors
- Strengths in involvement of workers
- Strengths in increased accountability
- Strengths in improving event responses
- Strengths in recognition and handling of environmental issues
- Strengths in Voluntary Protection Program/Star Status
- Strengths in increased emphasis on programs for sharing strengths
- Weaknesses in Procedure Compliance; Formality of Operations (3)
- Weaknesses in Work Control/Work Authorization/Working within Controls (3)
- Weaknesses in Authorization Basis/too many facilities still using BIOs (2)
- Weaknesses in Lessons Learned/Feedback; Too Many Repeat Occurrences (2)
- Weaknesses in Senior Contractor Management observing work
- Weaknesses in Balancing Schedule and Safety
- Weaknesses in Contractor Self-Assessment
- Weaknesses in Anticipating Events
- Weaknesses in Events Sometimes Going Too Long Before Being “Caught”
- Weaknesses in Configuration Management
- Weaknesses in Radiation Safety
- Weaknesses in Safety during Campaign-Mode of Operations
- Weaknesses in Safety at Decaying Facilities
- Weaknesses in Maintaining Technical Expertise

Question 2: What areas do you regularly emphasize in performing your role?

- Implementation of Integrated Safety Management functions/elements (7)
- Watching the Work; Presence in the Field; Performing the FR Role (5)

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- Procedure Compliance - with Focus on Safety Issues; also Procedure Ergonomics (5)
- Authorization Basis/TSR Completeness/Consistency/Compliance (4)
- Work Authorization and Control (4)
- Industrial Safety; Working Conditions; Immediate Hazards - OSHA (4)
- Formality of Operations (3)
- Work Planning; Communications with Workers (3)
- Assessing Contractor Management Performance; Management Presence in the Field (2)
- Lock Out/Tag Out (2)
- Radiation Protection; Rad. Work Practices (2)
- Configuration Management/Control (2)
- Rolling Findings up to the Bigger Issue; Prioritizing Issues (2)
- Maintaining Documentation to Support Findings; Verifying Issues Before Acting (2)
- Facility Maintenance
- Recovery Actions After Upset Conditions
- Causal Analysis and Corrective Actions
- Contractor Notification of DOE for Incidents
- Unique Hazards (e.g., lasers, mining, electrical)
- Communicating Findings to DOE/Contractor Managers (Knowing Your Customers)
- Maintaining Technical Competency
- Trending of Findings - Sharing Information with other FRs

Question 3: What lessons have you learned from recent operations in your facilities?

- Too Many Repeat Occurrences; Corrective Actions are not taken Globally; Facilities often behave as Geographically Co-located Sovereign Nations - “can’t happen here” - “not applicable to me” (4)
- Can’t Rest; Maintain Vigilance; Complacency Leads to Reduced Safety; Provide Daily Oversight of Facilities; Take action, Don’t wait too long (4)
- Need Strong Subject-Matter Experts/System Engineers; Interfacing with Lab technical experts is helping to improve safety (3)
- Pick Your Battles; Be Flexible; “Wake-up Calls” needed, but can’t be overused (3)
- Respect Industrial Hazards (2)
- Job Planning - When all staff elements are present at job planning, work is performed more safely; Scope Changes in Work Packages Can Cause Problems (2)
- Work Authorization/Control Processes not adequate; Pre-Job Briefings are key to Safety (2)
- Need Strong DOE Management Support; Strong DOE leadership/demands get contractor response (2)
- Identify Vulnerabilities to Management; Provide Weekly Status Reports (2)

Appendix D

- Shift Turnovers - set the standard for daily work activities
- Don't Trust the Drawings
- Requirements Flow-down needs to be Closely Monitored
- Need to keep abreast of new information about hazards
- "Management Inattention" over used as a root cause
- Fault the System, Not the People
- Performance Measures: What gets measured, gets done
- Get DOE involved earlier in facility readiness activities
- Reduced Resources drive possible increased risk
- Public Criticism is more effective than PAAA fines

Question 4: What help do you need to effectively perform your role?

- DOE Management Support/Attention/Involvement/Focus on Operations/Facility Walkthroughs (9)
- Technical Support / Stronger FR - SME Interaction (6)
- Staffing; Need More FRs; Need More FRs in Pipeline (5)
- Management Feedback on Expectations; Clarify multiple, conflicting expectations; Balance Staffing with Expectations; Reduce Collateral Duties or Increase Staffing (4)
- Funds to support FR cross-training and advanced FR training (3)
- Basic Training and Qualification (2)
- Standardized complex-wide FR training and qualification program
- Leadership Skills Development
- Retention Incentives
- FRs not always appreciated in remote locations
- Communications with appropriate level of Contract Management
- Contract Reform Initiatives should not change current FR role
- Operational Experience Weekly Reports (2)
- Palm Pilots

Appendix E

Facility Representatives Workshop Breakout Session Summaries

Tuesday, May 15, 2001

Page

- 1:30 p.m. - Cerro Grande Fire / Hanford SNF Movement E-2
Michelle Bruns, KAO
LAAO Facility Reps
Rob Hastings, RL
Ken Wade, ORP
- 1:30 p.m. - Combined Facility Representative Steering Committee
and Sponsor Meeting E-3
Joe Arango, HQ Facility Rep Program Manager

Wednesday, May 16, 2001

- 1:30 p.m. - Effective Performance Measures and Indicators E-5
Delmar Noyes, RFFO
Steve Wellbaum, YAO
Casimiro Izquierdo, HQ FE-42
- 1:30 p.m. - Information Databases - Is There a Future for Personal
Digital Assistants (PDAs) in the Facility Representative World? E-6
Chuck Decker, OR
Dave Cook, WVDP
- 3:00 p.m. - Headquarters Facility Representative Program Assessments E-8
John Serocki, HQ EM-5
Joe King, HQ DP-45
Ed Tourigny, HQ NE-40
Ray Schwartz, HQ SC-83
- 3:00 p.m. - Innovations in Training Approaches: Exam Banks &
Computer-Based Training E-10
Stacy Helmann, RL
Scotty DeClue, SRS
- 4:30 p.m. - Configuration Management of Vital Safety Systems - Status
and Role of Facility Reps E-11
Mike Mikolanis, HQ S-3.1
- 4:30 p.m. - Challenge of Research Oversight E-13
Ray Schwartz, HQ SC-83
Bob Seal, ID
Jerry Conley, JLAB Site Office Manager
Dave Osugi, Stanford Site Office
John Houck, CH
Michelle Bruns, KAO

Appendix E

Tuesday, May 15, 2001 Breakout Session Summary

1:30 p.m. - Cerro Grande Fire

Session Leaders: Michelle Bruns, KAO & LAAO Facility Reps

The Cerro Grande Fire Breakout session provided a brief photo display and overview of the Fire Emergency Event primarily to gain an understanding of the magnitude of the event, recognize the value of all the emergency planning sites when the rare site-wide emergency occurs, and to reinforce the need to always consider the worst case when planning and preparing emergency response operations.

The discussion following the photo overview concentrated on the unified DOE Albuquerque Facility Representatives support of the laboratory facility recovery effort that identified facility hazards as a result of the fire or rapid facility shutdown for evacuation, determined actions necessary for safe facility reentry, and authorized facility reentry after hazard mitigating actions were verified. We identified how the FRs were empowered to work directly with contractor facility management, and emergency operations and recovery personnel to approve each of these actions.

Contractor and DOE partnering efforts have been repeatedly identified as one of the primary contributors to the success of the effort. Almost all actions were completed in parallel with one joint product. We discussed how FRs from several different AL sites volunteered to assist and were adequately trained and fully qualified to perform these activities even though they were not normally assigned to Los Alamos.

This event, though tragic, identified many strengths and benefits of the complex wide perspective of the FR program and the quality of the personnel who become qualified as Facility Representatives.

Actions Assigned: None

1:30 p.m. - Hanford SNF Movement

Session Leaders: Rob Hastings, RL & Ken Wade, ORP

This breakout session provided a brief discussion of the Hanford Spent Nuclear Fuel Operational Readiness Review and issues that arose as the site worked to begin moving SNF from the K-West Basin. On December 7, 2000, a Multi-Canister Overpack containing six baskets of spent nuclear fuel was safely lifted out of the water-filled K-West Basin and moved about one-quarter mile to the Cold Vacuum Drying Facility. Facility Representatives from both the Richland Operations Office and the Office of River Protection provided 24-hour coverage of the operations. Lessons learned from the experience were also shared.

Actions Assigned: None

Appendix E

Tuesday, May 15, 2001 Breakout Session Summary

1:30 p.m. - Combined Steering Committee and Program Sponsor Meeting

Session Leader: Joe Arango

A combined meeting of the Steering Committee members and Program Sponsors was held on May 15, 2001 as a breakout session during the Annual Workshop. An agenda had been provided the week prior to the meeting and included the following topics: 1) FTCP commitments in 2000-2 implementation plan; 2) Site discussions; 3) Performance indicators; and 4) Training course status.

The Department's Facility Representative Program Manager, Joe Arango, facilitated the discussions and opened the meeting with introductions. The following six Program Sponsors were in attendance: Bob Stallman (Idaho), Bob Poe (Oak Ridge), Lloyd Piper (Richland), Delmar Noyes (Rocky Flats), Roy Schepens (Savannah River), and Ken Ivey (Y-12). Twenty Steering Committee members were also in attendance.

FTCP commitments in 2000-2 implementation plan: A draft letter from the FTCP to the Defense Nuclear Facilities Safety Board concerning the Department's analysis of federal technical capabilities for oversight of safety system operability had previously been provided to the Steering Committee members and Sponsors. The status of this letter was reviewed and discussed; the letter has not yet been sent. Discussions centered on the roles of Facility Representatives and other subject matter experts in overseeing the contractors' systems engineers and their activities related to safety systems. A general agreement was reached that the site/facility specific portion of the Facility Representative training and qualifications is the appropriate place for safety system operability requirements. It was suggested that the site Steering Committee members and Sponsors might want to go back and review/validate that their training and qualification program covers safety systems and safety system operability as appropriate. Joe Arango noted that the FTCP was holding a meeting the next day and that this topic was going to be discussed and worked as part of their agenda. Joe Arango took an action to provide the FTCP's analysis to the Sponsors and Steering Committee members to keep them informed and to gather their inputs on this topic as it continues to evolve.

Site discussions: The floor was opened and every site that was represented provided some information and status concerning current topics of interest. Topics discussed included some increased management involvement and support for the program, current vacancies and recent hiring efforts, recent personnel changes among the Sponsors/Steering Committee, upcoming program expansion to the Kansas City Area Office, and some opportunities for future help on readiness reviews and other assessment activities. There was a suggestion that qualification time might be tracked as a performance indicator (PI). It was agreed that the Steering Committee might discuss that at a future meeting and evaluate further a possible change to the quarterly training and qualification PIs. Joe Arango took an action to add this as a future meeting agenda topic.

Performance indicators: The most recent quarterly PI report was sent out on May 11th. Copies of the complete PI database for all of the sites were distributed at the meeting for information and use. The PI data had been used and referred to in a number of other discussions during the course of the Workshop.

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Training course status: The first two-week segment started in Albuquerque on April 30th and there were 17 Facility Representatives from around the complex in the course. The course is off to a good start and the final three-week segment is scheduled to start on May 29th. Lessons learned from the course will be gathered and provided. Joe Arango will provide feedback and lessons learned on the course to the FTCP as well. One lesson that has already been identified in the first segment is that there is a lot of tailoring and variation in the qualification cards for the general technical base and functional area competency requirements. That has provided some practical difficulty in sign offs on qual cards based on the course syllabus which was developed to align with what was intended to be the common competency requirements across the whole complex. It was agreed that this may need to be discussed and evaluated further by the Steering Committee, and could perhaps be integrated with discussions and efforts related to the upcoming FTCP review and update of the qual standards.

Actions Assigned:

1. Add “qualification time” as a possible future performance indicator to the next Steering Committee meeting agenda for further discussion and evaluation. - Joe Arango (S-3.1)
2. Provide a copy of the FTCP’s supplemental workforce analysis from the Department’s implementation plan for recommendation 2000-2 to the Sponsors and Steering Committee members once the analysis is completed. - Joe Arango (S-3.1)

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Wednesday, May 16, 2001 Breakout Session Summary

1:30 p.m. - Effective Performance Measures and Indicators

Session Leaders: Delmar Noyes, RFFO; Steve Wellbaum, YAO; Casimiro Izquierdo, HQ FE-42

This breakout session involved a follow-up discussion from last year's Rocky Flats presentation on field observations and trending. Similar information was presented for Y-12 facilities.

Performance measures and a process used for benchmarking oversight elements at facilities under the Office of Fossil Energy was also presented.

Actions Assigned: None

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Wednesday, May 16, 2001 Breakout Session Summary

1:30 p.m. - Information Databases - Is There a Future for Personal Digital Assistants (PDAs) in the Facility Representative World?

Session Leaders: Chuck Decker, OR; Dave Cook, WVDP

This breakout session provided information on recent advances in Information Technology and how these advances can be utilized to improve the effectiveness of DOE Facility Representatives. In particular, examples of how PDAs are being used by ORNL and WVDP Facility Representatives was presented, followed by an open discussion on how these devices, and their applications, might be utilized and/or standardized across the complex.

Andy Jones, ID/FR, noted that Leeds and Northrup did testing on PDAs and found they did have some effects on distributed controls systems (DCS). This needs to be checked into further before the PDAs could gain wide acceptance.

A question was raised about the inclusion/exclusion of these devices in Radiological Control areas. A consensus that these devices would be no different than notebooks, or any other tools/materials, taken into these areas. For contamination control purposes they would need to be frisked on exit.

The security concerns with these devices at various sites (SRS in particular) was discussed. Due to the lack of experience of the participants, this issue was basically tabled for further investigation. Jeffrey Cravens, OR, stated that, given a little more time, he felt that the security issues with Palms™ will be resolved.

Briant Charboneau, RL, stated that Richland senior management is purchasing Palms™. Several other comments were made regarding the recent purchase/use of these devices. This is evidence that this technology is beginning to gain acceptance in DOE and that others, including members of management, are starting to see the inherent value of PDAs in the workplace.

OPEN DISCUSSION

1. Is it worthwhile to have some sort of working group or committee to help standardize PDA issues for FRs across the complex?

Ray Schwartz, HQ Steering Committee member, stated that if this were needed that a charter would need to be prepared and put to the FR Steering Committee and that Joe Arango would probably need to lead that action. After discussion of this issue, the general consensus reached by the participants was that a lessons learned forum would be more valuable than a working group or committee. And/or a small (two or three person) working group formed in conjunction with a lessons learned forum may be useful.

Putting together a users group web page as the mechanism to share information was suggested. Contacts at the various sites interested in participating in this lessons learned forum should forward their names to Chuck Decker (RL, ID, and OR already volunteered to do this). Linking this users group/lessons learned forum web page to the FR Homepage still needs to be investigated further.

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2. Are there certain applications that could be developed centrally and shared complex-wide: like an electronic FR handbook, for example?

Those in attendance agreed that typical reference materials electronically stored in a PDA would be very valuable. It was suggested that if this material was developed, it should be generic in nature so that each site could take it and tailor it to their specific concerns/operations.

Another suggestion concerning reference materials related to developing an interactive tool that would guide the assessor through various questions on a particular subject and eventually point to weaknesses or concerns in the assessed system. The questions could start out at an upper level and based on the answers given it could automatically focus more specific questions on suspect areas, until narrowing in on potential concerns/problems.

3. How much freedom in developing site/individual corrective action tracking systems and other applications is warranted and/or healthy?

Attendees agreed it would be difficult to standardize corrective action tracking systems since each site pretty much has their own systems in place.

OTHER COMMENTS

- a. Outside of the breakout session, David Rast, AAO/FR, asked whether the Palm™ and other PDAs were intrinsically safe. This also needs to be checked into further.
- b. Clarification on HQ's expectations and/or policies regarding electronic records of daily activities may be needed to challenge the mind set of those who need a handwritten FR log to read as a record of FR daily activities - this was an audience response to a concern stated by Chris White, OH/FR, regarding his supervision's requirement to review handwritten FR logs.

Actions Assigned:

1. Form a small working group or users group to share information and lessons learned concerning information technology applications such as PDAs for Facility Representatives. - Chuck Decker (ORO)

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Wednesday, May 16, 2001 Breakout Session Summary

3:00 p.m. - Headquarters Facility Representative Program Assessments

Session Leaders: John Serocki, HQ EM-5; Joe King, HQ DP-45; Ed Tourigny, HQ NE-40; Ray Schwartz, HQ SC-83

The Facility Representative Steering Committee members from HQ program offices provided a summary of their Facility Representative Program Self Assessments. DP has completed its assessment. The other offices are in the process of completing theirs.

EM Summary:

- Performance Indicator (PI) information from the Field indicates, with the exception of staffing, the Program is exceeding all of its DOE Goals.
- Average staffing has been running at about 95% of the DOE staffing goal. Attrition, an underestimation of staffing needs and the long duration required to obtain and qualify new FRs has impacted staffing.
- FR Site performance has been very good w/ notable accomplishments.
- The program is maturing. Facility Representatives are being shared among sites to function as technical and management advisors on various projects.
- Opportunities for FR career path development and advancement should be prioritized.
- Use of SMEs should be documented and reported.
- HQ Site & Support Offices should designate primary points of contact within their Office responsible for site FR Program activities.
- HQ should explore the benefits of standardizing technical content, formats and schedules for FR reports/assessments.

DP Summary:

Facility Representative staffing is well short of staffing analyses and FTE allotment. Measures are being taken to improve the staffing and percent qualification at DP sites. Hiring announcements have been issued recently at Y-12, NV, Los Alamos, and Kirtland. The FR Training Course being held in Albuquerque will involve many unqualified FRs from DP sites to significantly reduce time needed to qualify.

SC Summary:

Due to the varied nature of its facilities and the fact that SC has few nuclear facilities, SC relies heavily on its site offices to establish a tailored & efficient management structure of overseeing the operations. This involves effective coordination of Subject Matter Expertise with Facility Representatives, so as not produce over-reliance on Facility Reps.

The assessment is showing that SC headquarters should have an "executive level awareness" of what is going on in the Program, that resource allocation within the Program is generally appropriate and varies according site needs, and that SC headquarters supports some programmatic responsibility for broadening.

NE Summary:

Preliminary findings from the NE assessment:

- NE has authorized an adequate number of FR's; however, it appears that a higher level of program manager involvement is needed in determining FR requirements.

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- FR positions are filled with qualified personnel; however, there is a coverage time lapse when an FR leaves and is replaced with another FR and qualification usually takes many months.
- NE can do a better job at providing opportunities for FR's to develop management skills.
- Performance assessments are accomplished for NE-managed nuclear and radiological facilities and corrective actions taken. However, it appears that a higher level of program manager involvement is needed in reviewing the performance assessments and ensuring timely implementation of corrective actions.
- NE's staffing analysis review served as the validation; however, program managers have not been receiving every FR quarterly report.

Corrective actions include:

- NE will place added emphasis on providing opportunities for FR's to develop manager skills.
- NE will ensure that all program managers receive the FR quarterly performance reports.
- NE will ensure that additional program manager attention is paid to the staffing analyses and self assessments.
- FR Program training session conducted by Joe Arango for NE Program Managers in March 2001.

Actions Assigned: None

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Wednesday, May 16, 2001 Breakout Session Summary

3:00 p.m. - Innovations in Training Approaches: Exam Banks

Session Leader: Stacy Helmann, RL

The Richland Operations Office (RL) demonstrated a Microsoft Access 2000 application they've developed to manage FR qualification status and exams. The program allows users to manage all questions in the exam banks, as well as build exams and keys as needed for FR qualification. The program was developed with flexibility in mind - so other sites can adapt it for their use. Copies of the software were distributed to several sites.

Some sites have experienced difficulties in opening and using the application. One reason was some users had the previous version of Microsoft Access. RL rewrote the code so the application is compatible with Access 97. This version was sent to the sites who have contacted Stacy regarding this issue. The other glitch was in gaining password access to parts of the application. The password was set at simply "password" and can be reset by the sites.

Actions Assigned: None

3:00 p.m. - Innovations in Training Approaches: Computer-Based Training

Session Leader: Scotty DeClue, SR

Personnel from the Savannah River Operations Office demonstrated and discussed computer-based training modules used for Facility Rep functional area qualifications. Some of these modules are being used at the Facility Rep Training Course in Albuquerque.

The application of computer based training courses to teach the Engineering Fundamentals portion of the Facility Representative Qualification Card is working smoothly and efficiently at Savannah River Site and at Albuquerque. Benefits of the CBT courses include a reduction in learning time, on-demand learning, increased motivation, increased achievement, better quality control, greater flexibility, and reduced delivery costs.

The courses could also be used to teach the competencies of other DOE TQP functional areas. Personnel interested in obtaining more information should contact Scotty DeClue, SRS, 803-952-4673.

Actions Assigned: None

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Wednesday, May 16, 2001 Breakout Session Summary

4:30 p.m. - Configuration Management of Vital Safety Systems - Status and Role of Facility Reps

Session Leader: Mike Mikolanis, HQ S-3.1

The objective of this breakout session was to provide an overview of the Department's actions to address configuration management/operational readiness issues related to vital safety systems. However, numerous questions regarding the role of the Facility Representative in establishing the federal safety system expertise were raised during previous workshop sessions. Facility Representatives expressed significant concern that the line managers working the federal expertise issue were going to primarily rely upon Facility Representatives to provide this expertise. An objective to clear up misconceptions regarding line management's intentions regarding the role of Facility Representatives in demonstrating safety system expertise in federal personnel was added to this breakout session. This objective was addressed during the safety system expertise topical area.

Summary: The breakout session provided a brief overview of the issues associated with Recommendation 2000-2 and the actions taken to develop an implementation plan. The presentation included an overview of the four topical areas of the Department's 2000-2 Implementation Plan: 1) safety system assessments, 2) safety system expertise, 3) safety system ES&H assessment summaries, and 4) miscellaneous HEPA filter commitments. The overview included a discussion of the commitments made by the Secretary of Energy related to each of these four topical areas:

Safety System Assessments - The Department has made a commitment to assess the operational status and reliability of safety systems installed within defense nuclear facilities. Beginning with a list of vital safety systems, the Department will employ a phased approach to assess system status in a representative group of facilities. Phase I assessments are essentially administrative reviews of system functions, design and material status that are performed by knowledgeable personnel within those facilities. Line management will then evaluate the Phase I assessment results to determine where (systems and/or facilities) additional reviews are necessary in order to determine system status. Phase II assessments will then be scheduled for these systems/facilities.

Safety System Expertise - In this topical area the Department made commitments to demonstrate/establish safety system expertise within contractor and federal organizations. Earlier this year the Secretary issued interim direction to establish contractor system engineer programs. This interim guidance will be institutionalized with the Directives system.

The Federal Technical Capabilities Panel (FTCP), a corporate group of line managers that review technical competence issues, is addressing the federal systems expertise issue. The FTCP has put together a conceptual model to oversee the activities of contractor system engineers. The model consists of two elements: Facility Representatives and Subject Matter Experts. The FTCP proposes that the Department should take advantage of the experience and facility-specific expertise of the Facility Representative by using them to observe configuration management/operability issues within the facilities. This element is fairly consistent with the existing responsibilities currently defined for Facility Representatives. However, in order to avoid a situation where Facility Representatives would have to have significant amount of time researching design drawings or chasing down system-specific design issues, the FTCP model

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identifies the need for subject matter experts who would take these issues and chase down the answers. The FTCP is currently working to refine their model and identify the availability and sufficiency of subject matter experts at each site.

Safety System ES&H Assessment Summaries - The implementation plan describes a process for providing the Secretary with annual summaries of the results of safety and health assessments at each site. This process will be institutionalized within the Directives system.

Miscellaneous to high efficiency particulate air (HEPA) Filter Commitments - It was noted that the Department made several commitments related specifically HEPA filters. The most significant commitment, an update to the most frequently used reference document (i.e., the Nuclear Air Cleaning Handbook), is scheduled for completion later this year.

Actions Assigned: None

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Wednesday, May 16, 2001 Breakout Session Summary

4:30 p.m. - Challenge of Research Oversight

Session Leaders: Ray Schwartz, HQ SC-83; Bob Seal, ID; Jerry Conley, JLAB Site Office Manager; Dave Osugi, Stanford Site Office; John Houck, CH; Michelle Bruns, KAO

The purpose of the breakout session was to examine approaches to effective oversight of research that provides latitude for the researcher and assures protection of the researcher, co-workers, public, and environment. Some of the salient considerations of research oversight that are involved are:

- a. Highly skilled individuals (often users) whose motivations are seldom economically focused
- b. Constant changing of research parameters. Unique situations and combinations of risk that drive the need for tailored safety controls.

The intended outcome was a better appreciation of differences to consider in a research environment from a production environment by Facility Representatives (FRs), a broadening of the FRs oversight tool inventory, and feedback for future considerations for the FR program related to enhancing and maintaining research oversight competency. Presentations covered oversight activities at 4 major sites (3 SC sites and 1 NNSA site):

Jerry Conley, Manager of Oak Ridge Operations Jefferson Lab (JLAB) Site Office (JSO), led off with his description of the concept of Operational Awareness at J-Lab, a relatively small site (~500 employees) with a small site staff. Operational Awareness consists of 5 modules:

- 1) ES&H,
- 2) Surveillance,
- 3) Facilities/property/ infrastructure,
- 4) Project management, and
- 5) Contract/financial oversight

This results in all JSO staff having some responsibility for maintaining awareness of activities in their functional areas. At least 4 of 7 people nominally perform some duties normally classified as FR duties (at JSO these individuals are called: "Surveillance Reps.")

John Houck, an FR at Chicago Operations Argonne Area Office-East, then explained the CH-AAO-E FR program and the unusual challenges of performing oversight of the R&D activities at "User Facilities." He described several user facilities and pointed out that "users" from academia, industry and other laboratories will not have the depth of training of Argonne employees and so there is the special challenge of assuring the receive adequate training to perform their specific research activity safely.

Dave Osugi, an individual assigned as a "surveillance rep" at the SC Stanford Site Office (SC-SSO) presented the SSO approach to oversight, maintaining operational awareness and their implementation of ISM. The SSO surveillance rep serves as lead and subject matter experts supplement the oversight and help to facilitate effective implementation of Performance Based Management at the site. Examples of the ESH performance indicators tracked and their charting for trends were included to illustrate the focus on performance. Further, SSO has initiated joint quarterly ISM reviews of site activities to assess effectiveness in work planning and execution which, in turn, is fed into the scoring for the annual contract performance.

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Michele Bruns, NNSA Albuquerque Kirtland Area Office, presented information on the KAO oversight challenges at Sandia Laboratory sites in Albuquerque, NM and Livermore, CA. FRs Johnnie Nevarez, Gary Schmidtke, Bob Houck, and Jeff Irwin assisted her in covering the breadth of unusual and unique R&D activities comprising oversight challenges at Sandia.

Actions Assigned: None

Appendix F

Facility Representatives Workshop Survey Results

Total Responses	36
Facility Reps Responses	24
Non-Facility Rep Responses	12

Survey Question 1: In what capacity are you attending the Workshop?

I am a Facility Rep	24
I have programmatic responsibilities for FRs	12
I am also a Speaker/Panel Member	9

Survey Question 2: Generally how informative and interesting did you find each session of the Workshop?

(A score of 5.0 is extremely informative and interesting, 0.0 is not informative and interesting)

<u>Day 1 Topics:</u>	<u>Number of Responses</u>	<u>Average Score</u>
Management Panel	34	3.9
EM-40's Approach to Line Mgmt and Oversight	36	3.1
Breakout Session (Cerro Grande Fire, SNF Mvmnt)	25	3.4
Small Group Discussions	34	4.0
 <u>Day 2 Topics:</u>		
Nuclear Safety Mgmt Rule & PAAA Enforcement	34	3.9
Safety Oversight	32	3.1
Facility Representative Panel	32	3.5
Breakout Session - Effective Perf. Measures & Indicators	23	3.3
Breakout Session - Information Databases & PDAs	12	3.2
Breakout Session - HQ Fac Rep Program Assessments	30	2.9
Breakout Session - Innovations in Training Approaches	9	3.9
Breakout Session - Config. Mgmt of Vital Safety Systems	22	3.7
Breakout Session - Challenge of Research Oversight	13	3.8
 <u>Day 3 Topics:</u>		
Career Opportunities	32	4.3
Leadership Development	31	4.1
Pipeline Management	30	3.4
Leadership Development Panel	27	3.9

Survey Question 3: Do you think there was adequate representation from the following groups at the Workshop?

	<u>Yes</u>	<u>No</u>
Facility Reps	100%	0%
Field Office personnel	94%	6%
Headquarters personnel	100%	0%

Survey Question 4: Do you have any suggestions for improving the Workshop?

Try to combine small group discussions with Day 1 lunch?

Should have more small group activities. Some groups should mix HQ people with FRs so they can hear what FRs have to say.

Also, suggest that a project or task be developed for the small groups. The project should be something that serves a common need of the FR community. For example, a common need may be checklists for reviewing an activity. Idaho and KAO are both working on similar items. Small groups could discuss what these could look like and what should be on them. Other areas could be documentation and reporting of findings, documentation and reporting of assessments/activities, how to evaluate the significance of an issue, etc.

More small group discussions - forces people to meet each other.

Small group discussions were great.

Small group discussions excellent. Small group discussion reports needed to be fewer. Make groups slightly larger to keep reporting time down.

While we say we hate the "touchy-feely crap," FRs can really benefit from team building experiences, including understanding how to work with different personality types.

I would've traded middle of Day 1 to be able to see more of the breakout sessions.

Add section on accidents - near misses and summary of ORPS reports during past year.

Too much time was spent in presentations. There was not enough time to network with the other FRs.

Use moderators/facilitators to manage the presentations and breakout sessions. Time management during several of these was extremely bad.

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I liked the SC Challenge of Research Oversight. Maybe have breakout sessions of separate DP, EM, SC offices to discuss current topics and future issues.

Keep bringing initiatives that impact FRs, such as 2000-2 and other DNFSB recommendations.

Staffing needs is a recurring theme, perhaps staffing analysis process may be a future breakout session.

Cerro Grande Fire discussion started weak with pictures and non-specific personal findings then strengthened during question period.

Needed a lot more time - minimal group discussions.

Nuclear Safety Rule presentation way too much history and background. Very little practical information. Basically a waste of time for an important topic. Presentation degenerated into discussing ongoing arguments for HQ. Not a very useful presentation.

Consider for the next FR annual workshop to have a session on implementation of the new safety rule from a CSO and FR perspective.

Safety oversight presentation seemed to be a commercial for oversight. Oversight role not clarified nor defined.

Configuration Management of Vital Safety Systems - way too much HQ gobble-gook. Lots of droning about process and other non-conclusive process information. Slow to get to the punchline and punchlines were hidden by the process clouds.

DOE online (automated job postings) discussion would have been more useful if some PowerPoint pages and Internet addresses would have been added.

The subject of relating conduct of operations and ISM via a cross-walk, matrix, or some other method was mentioned several times. I believe it would be beneficial for the FR Program to endorse or "talk up" that concept. A well planned and presented training on that subject would be a good topic next year's workshop. [Perhaps KAO or one of the other sites that have already formalized the concept can provide a matrix or cross-walk to place on the FR web site].

Session on FR incentive programs between sites (i.e., grade level, retention bonus, etc.)

HQ Fac Rep Program Assessments were rambling, pointless, and incomplete.

HQ FR Assessment not much useful information from reviews other than DP. DP presentation quick and to the point. Other program review presentations droned on forever without really getting to the punchlines.

INPO has several excellent short (2 day) courses that directly relate to FRs that could help improve our performance/awareness.

With travel/training dollars tight, perhaps the workshop and an INPO course could be combined. [Maybe Mon-Tues training and Wed-Fri FR workshop]. People could attend both, or just one portion as need be. The time FRs spend at informative gatherings as well as networking during breaks and after hours is valuable.

More training type stuff. Very much improved from two years ago in management support. Good to see senior managers from the HQ, site managers, and deputy managers spending time with us. THANKS!

I noted that almost all of the FR of the Year nominations emphasized the finding of negative contractor performance. I suggest that next year we try to emphasize the positive aspects of FR performance. For example, contributions to the FR community as a whole, development of tools the FRs can use, etc.

Consider announcing the FR of the Year at a lunch or dinner function to be held during the workshop.

Though the focus is rightfully on the FRs, it would be nice to see how the other Ops offices manage their programs.

Have conference attendance list at the conference.

Consider a field trip to the NTS "site" that explodes/burns hazardous materials to determine the environmental effects. Provide videos or actual demonstrations.

Need more tables. Observed that we fill ~ 30% of the seats with folders if we don't have tables.

Too crowded - need bigger space (which is also a success).

Rotate locations to allow opportunity to visit other sites.

Charge conference fee to allow more snacks.

Las Vegas has been the meeting location of choice. Moving the meeting to other site locations would provide an opportunity for more FRs to attend.

More room/tables!

A larger room - the first day felt like we were in airline seating. The "A" breakouts many could not attend because there was a lack of seating.

8:00 to 10:15 without a break is too long.

Morning break should come earlier (9:15 is good).

Survey Question 5: Do you have any other comments on the Workshop?

The EH-2 presentation did not tie to the FR function and position. It also ran over into the FR Panel discussion time which was much more important to the audience.

Having the INPO Rep on the FR Panel really took away from the panel. He represents a different topical area which ended up taking most of the available discussion time that was left. We did not get much opportunity to have open discussion on what was needed to be effective in performing the FR job.

The presentations and panel sessions on Day 3 were great! Directly applicable to FRs. A couple of presentations and breakout sessions on Day 2 were not clearly related to the FRs. The small group discussion activity on Day 1 was great!

Need more time for this type of networking.

Keep the career path topics. Other FRs who will attend in the future should also hear the discussion and could learn - new FRs starting a career.

Some of the HQ Assessments weren't complete so they should not have been presented. If we did that with our contractors we would be shot and not have credibility.

Consider including training sessions on broadening topics such as the Federal/DOE budget process, how Congress works with special focus on its relation to DOE, DNFSB and/or EPA overview.

Paul Golan made an excellent presentation! Dan Glenn made an excellent presentation!

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Too many HQ personnel in attendance.

Need broader mix of HQ people; need HQ people beyond those with direct FR responsibility.

More representation from outside NNSA/DP would be better.

Need to have some program managers at the conference. People we rarely deal with to hear from their perspective.

The percentage of FRs still in initial qualification attending the workshop was very low, which resulted in problems associated with qualification being under-represented. These problems include qualification being a lower priority than many day-to-day FR activities and extended periods of time elapsing before developing the qualification written test or even the qual card.

The workshop shows the maturity of the program. Much less communication on what we need as FRs and more on how to better integrate with the rest of DOE.

As a speaker, the staff was very helpful & efficient in helping me load my slideshow.

The workshop was excellent. I will definitely advocate attendance in the next one.

Great opportunity to exchange information.

Very good workshop with good selection of topics.

Very informative - Joe's done an excellent job with diversity of topics and quality of speakers.

Wonderful.

Workshop was very well organized with good themes, good representation.

Venue (Embassy Suites) was an excellent choice.

It was obvious to me that a lot of planning effort and preparation went into this workshop; that effort paid off in what people got out of the workshop.

This is only my second FR workshop - I came to the very first one, was unimpressed, and never came back. (I only came to this one as a panel speaker.) I recommend working harder to get the word out to the skeptical FRs about how much better the workshop has become! Arango rocks!!

Very well run - good speakers, attendance was good all three days - a compliment to the organizers.

Change FR Qualification Program to FR Certification Program. People were hired for their qualifications; they are not unqualified for their job as much as not fully trained and certified as an FR.

Rather than Facility Representative, change the position title to something more accurately descriptive like operations engineer. This will be especially valuable for recruiting new blood from outside DOE - if you want to hire engineers, many of the people you wish to target will look for "engineer" or other technical words in the position title.

I would like to see the FR program institute a process for exchanging FRs between sites even if it is for short duration, like 3-6 months. I've been a qualified FR at two sites and feel it's very rewarding to get a perspective from their programs/sites. This issue has been talked about for at least the 5 years. What will it take to make it happen?

The chairs are terrible; they are ergonomic failures.

Need a larger conference room. Chairs without tables were very uncomfortable.

How could I, as a former FR, not comment on the life safety code violations that existed in the conference room - crowded aisles and emergency egress blocked by video screens.

Appendix F

FACILITY REPRESENTATIVE PROGRAM WEB SITE SURVEY

Number of Responses: 38

1. Have you visited the Facility Representative web site at “www.facrep.org” within the last six months?
 - (a) Yes 35
 - (b) No 3

2. How many times on an average do you visit the web site per month?
 - (a) Once a month 17
 - (b) 2-3 times a month 10
 - (c) 5 or more 8
 - (d) Never 3

3. Which sections of the website do you generally use?
 - (a) DOE Safety Links 13
 - (b) Program News 22
 - (c) Steering Committee Listing 6
 - (d) Current Facility Representative Listings 17
 - (e) Program Information 23

4. How useful do you find the feature of Alphabetical Listing of DOE Facility Representatives with their bios?
 - (a) Extremely useful 3
 - (b) Generally useful 23
 - (c) Not useful 2
 - (d) Never used it 7

5. How useful do you find the feature of Facility Rep Vacancy Announcements?
 - (a) Extremely useful 11
 - (b) Generally useful 17
 - (c) Not useful 1
 - (d) Never used it 6

6. How useful do you find the Program Information feature (which includes program directives, qualification info, workshop info, and performance indicators)?
 - (a) Extremely useful 10
 - (b) Generally useful 22
 - (c) Not useful 0
 - (d) Never used it 3

Appendix F

7. Do you have any suggestions for improvement or features that you think we could add to make the web site more useful for you?

Compiled comments and suggestions:

1. As an Ops Office program manager it would be nice to have a listing of peers for the purpose of interaction as is available for the FRs. Might also be useful for the sponsors.
2. Maybe have an area for Fac Reps to post questions about particular issues or comments.
3. A Q&A program for FR's. This could be in an open format or topical like INPO news
4. Would eventually like to see training and Qual modules on the web site.
5. Would like to see the FR vacancy Announcement section updated more often.
6. Overall have found that the FR program website provides me current and most reliable information. It is one of my best sources of information.
7. FR specific training links (criticality control, root cause analysis, safety oversight, etc). Computer based training that is endorsed by DOE (FRPM or FR steering committee).
8. A link to INPO. I know it costs money but I think it is worth it.
9. Keep adding information and links.
10. More links to useful references (eg. DOE directives standards, DNFSB, NNSA, Board of certified safety professionals etc.)
11. Links aren't very useful. The links usually lead to not very useful sites.
12. Keep up the good work