



# 2003 Facility Representatives Workshop Summary







## Department of Energy

Washington, DC 20585

June 13, 2003

### MEMORANDUM FOR DISTRIBUTION

FROM: John Evans, Program Manager  
DOE Facility Representative Program (S-3.1)

A handwritten signature in black ink, appearing to read "John Evans".

SUBJECT: 2003 DOE Facility Representative Workshop

The 2003 DOE Facility Representative Annual Workshop was held in Las Vegas from May 13-15, 2003. The objectives of the workshop was to promote the sharing lessons of learned from Facility Representative Programs across the complex and to provide information to assist Facility Representatives in carrying out their responsibilities. At the workshop, the 2002 Facility Representative of the Year Award was presented to Mr. Jerry Lipsky from the NNSA Los Alamos Site Office. A total of 101 DOE personnel 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 Agenda
- Summary of Achievements of the 2002 Facility Representative of the Year Nominees and Winner
- Survey Results
- Facility Representative Success Keys
- Reference Materials

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) 586-3685 if you have any questions or comments regarding the workshop or the Facility Representatives Program.

Attachment



J. Evans to Distribution  
June 13, 2003

**Distribution:**

K. McSlarrow, S-2  
L. Brooks, NA-1  
E. Beckner, NA-10  
G. Rudy, NA-50  
J. Roberson, EM-1  
P. Golan, EM-3  
B. Cook, EH-1  
W. Magwood, NE-1  
M. Chu, RW-1  
R. Orbach, SC-1  
R. Card, S-3  
M. Whitaker, DR-1

Manager, Carlsbad Field Office  
Manager, Chicago Operations Office  
Manager, Idaho Operations Office  
Manager, Kansas City Site Office  
Manager, Livermore Site Office  
Manager, Los Alamos Site Office  
Manager, Nevada Site Office  
Manager, Oak Ridge Operations Office  
Manager, Office of River Protection  
Manager, Ohio Field Office  
Manager, Pantex Site Office  
Manager, Richland Operations Office  
Manager, Rocky Flats Field Office  
Manager, Sandia Site Office  
Manager, Savannah River Operations Office  
Manager, Savannah River Site Office (NNSA)  
Manager, Y-12 Site Office

Facility Representative Sponsors  
Facility Representative Steering Committee

Workshop Attendees

### 2002 DOE FACILITY REPRESENTATIVES WORKSHOP SUMMARY

#### **I. Workshop Objectives**

The DOE Facility Representatives Annual Workshop was held in Las Vegas from May 13-15, 2003. The purpose of the workshop was to promote sharing lessons learned from Facility Representatives across the DOE complex and to provide information to assist Facility Representatives in carrying out their responsibilities.

#### **II. Workshop Design**

##### A. Workshop Attendees

Field and program office managers were requested to provide representatives to this workshop. A total of 101 DOE personnel attended, representing every major program and field office. Included were 52 Facility Representatives, which represents one quarter 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 field office.

##### B. Workshop Agenda

The workshop agenda included a combination of joint sessions, panel discussions, breakout sessions, and small group discussions. The themes of the three days were: 1) Program Successes and Challenges, 2) Effective Operational Oversight, and 3) Enhancing 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. 2002 Facility Representative

At the workshop, the 2002 Facility Representative of the Year Award was presented to Mr. Jerry Lipsky from the NNSA Los Alamos Site Office. 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. This summary may be useful for other Facility Representatives to learn about the level of performance that merits this recognition.

## Table of Contents

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### B. Workshop General Sessions and Panel Discussions - Summary

Mr. Jeffrey M. Allison, Manager, Savannah River Operations Office, provided the keynote address. The theme of the address was “Savannah River Site and Facility Representatives: A Shared History and Common Future.” Jeff discussed the evolution of the Facility Representative program at SRS and the responsibilities assigned to them. Among the most important duties are ensuring Integrated Safety Management is implemented correctly and efficiently and communicating facility conditions to line management on a daily basis.

A central component of the 2003 workshop was the sharing of good practices and lessons learned by Facility Representatives. This exchange was highly valuable and participants provided pertinent topics and crisp presentations. A total of 17 Facility Representatives provided presentations on operational, technical, and programmatic topics.

General session topics discussed at the workshop covered a broad spectrum including program goals, applying Facility Rep program lessons learned to the Federal technical staff, management systems used at Y-12 Site Office, recent accident investigations, effective assessment techniques, and moving from oversight to management. 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 enhancement techniques.

### C. Summary of Participant Surveys

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

#### Appendices:

Appendix A - Workshop Attendees

Appendix B - Workshop Agenda

Appendix C - Summary of Achievements of the 2002 Facility Representative of the Year Nominees and Winner

Appendix D - Workshop and Web Site Survey Results

Appendix E - Facility Representative Success Keys

Appendix F - Reference Materials

# APPENDIX A

## WORKSHOP ATTENDEES





PERCENTAGE OF FACILITY REPRESENTATIVES AT THE WORKSHOP  
FROM FIELD/OPS OFFICES

Ops/Field/Site Office	Total Number of FRs	Number of FRs at Workshop	Percentage
CBFO	1	1	100%
SSO	7	6	86%
NSO	9	6	67%
LSO	9	3	33%
RL	19	6	32%
OR	20	6	30%
ID	18	5	28%
LASO	16	4	25%
ORP	9	2	22%
RF	14	3	21%
OH	12	2	17%
SR	37	5	14%
CH	16	2	13%
YSO	9	1	11%
PXSO	10	1	10%
SNL	1	0	0%
KCP	3	0	0%
<b>TOTALS</b>	<b>210</b>	<b>52</b>	<b>25%</b>

Number of Facility Representative Sponsors at Workshop: 4 out of 12 = 33%

Number of Facility Representative Steering Committee Members at Workshop: 12 out of 36 = 33%

## Appendix A

### 2003 DOE FACILITY REPRESENTATIVES WORKSHOP ATTENDEES

First Name	Last Name	Organization	FR?	Phone	Email
Eric	Adams	Savannah River		803-725-2405	eric-t.adams@srs.gov
Danford	Afong	Nevada	FAC REP	702-295-1050	afong@nv.doe.gov
Mohammad	Ali	Brookhaven	FAC REP	631-344-4085	mali@bnl.gov
Jeffrey	Allison	Savannah River	Manager	803-725-2405	jeffrey.allison@srs.gov
Charles	Anderson	Savannah River		803-208-6072	charles.anderson@srs.gov
Joe	Arango	Headquarters		202-586-7599	joseph.arango@hq.doe.gov
Dennis	Armstrong	Nevada	FAC REP	702.295.3970	armstrong@nv.doe.gov
Joyce	Arviso	Sandia	FAC REP	505-845-4109	jarviso@doeal.gov
Bob	Barner	Nevada		702-295-7500	barner@nv.doe.gov
Fred	Bell	Los Alamos		505-665-4856	fbell@doeal.gov
Brian	Biro	Richland	FAC REP	509-582-8347	Brian_A_Biro@rl.gov
Leonard	Blankner	Oak Ridge	FAC REP	865-576-9597	qle@ornl.gov
Herbert	Bohrer	Idaho		208-526-3892	bohrerha@id.doe.gov
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Nat	Brown	Ohio		937-865-5051	nat.brown@ohio.doe.gov
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Pat	Casey	River Protection			pcasey@epsilonsystems.com
Gary	Clifton	Oak Ridge	FAC REP	865-576-6810	g7y@ornl.gov
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Kim	Davis	Headquarters		202-586-3771	kim.a.davis@hq.doe.gov
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## Appendix A

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## Appendix A

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## Appendix A

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# APPENDIX B

## AGENDA





DAY 1: TUESDAY, MAY 13, 2003

THEME: PROGRAM SUCCESSES AND CHALLENGES

- 8:00 a.m. Opening Remarks  
*John Evans, Facility Representative Program Manager*
- 8:15 a.m. Welcome  
*Kathy Carlson,  
Manager, Nevada Site Office*
- 8:30 a.m. Keynote Address  
Savannah River Site and Facility Representatives—A Shared History and Common Future  
*Jeffrey M. Allison,  
Manager, Savannah River Operations Office*
- 9:00 a.m. Videotaped Remarks from Deputy Secretary  
*Kyle McSlarrow, Deputy Secretary of Energy*
- 9:10 a.m. Facility Representative of the Year Presentation  
*Mark B. Whitaker, Jr.,  
Departmental Representative to the Defense Nuclear Facilities Safety Board*
- 9:45 a.m. Break
- 10:00 a.m. Management Systems at the Y-12 Site  
*Ken Ivey, Assistant Manager for Operations, Y-12 Site Office*
- 10:30 a.m. Management Panel  
*Moderator: John Evans*  
*Panel Members: Jeffrey Allison; Ralph Erickson, Manager, Los Alamos Site Office; Kathy Carlson; Mark Whitaker*
- 12:00 p.m. Lunch
- 1:30 p.m. Facility Representatives Sharing of Good Practices and Lessons Learned
  - *Recent Over-Pressure Events—Jim Wolski (ID)*
  - *Chlorine Dioxide Explosion Investigation Findings—Jeff Williams (LASO)*
  - *High Explosives Work at LLNL Site 300—Jamie San Mateo (LSO)*
  - *Overflow of Dilution Water Tanks Violating Discharge Permits—Ben Harp (ORP)*
  - *Discovery of Dimethyl Mercury Compound—Phil Giles (SR)*
  - *Diesel Generator Control Board Failure at Fuel Conditioning Facility—Mike Haben (AAO-W)*

Breakout Session:

	TRACK A	TRACK B
3:45 p.m. – 5:00 p.m.	Type B Investigation at Oak Ridge on Ignition of Clothing During Hotwork <i>Carl Pilj, ORO Facility Representative</i>	Combined Facility Representative Steering Committee and Sponsor Meeting <i>John Evans</i>

## Appendix B

DAY 2: WEDNESDAY, MAY 14, 2003

THEME: EFFECTIVE OPERATIONAL OVERSIGHT

- 7:50 a.m. Introduction  
*John Evans*
- 8:00 a.m. Facility Representative Program Summary  
*John Evans*
- 8:30 a.m. Applying Facility Representative Lessons Learned to the Federal Technical Staff  
*John Swailes, Assistant Manager, Tank Farms Office of River Protection*
- 9:00 a.m. Recent Type A & B Accident Investigations  
*Richard “Chip” Lagdon, Director, Office of Special Projects and Investigations (EH-21), Office of Environmental Safety and Health*
- 9:30 a.m. Break
- 9:45 a.m. Facility Representatives Sharing of Good Practices and Lessons Learned
- *Air Flow Modeling for Airborne Contamination Analysis—Jerry Lipsky (LASO)*
  - *Integrated Evaluation Planning—Steve McDuffie (RL)*
  - *Issues Tracking & Internet Based Communications—Dennis Armstrong (NSO)*
- 10:45 a.m. Facility Representative Panel/Oversight Panel  
*Moderator: Tim Henderson, Director Independent Oversight Division, Nevada Site Office*  
*Panel Members: 2002 Facility Representative of the Year; Patricia Worthington, Director, OA Office of Environment, Safety and Health Evaluations (OA-50); Ken Ivey; Charlie Brooks, Staff Assistant, Industry & Government Relations, Institute of Nuclear Power Operations*
- 12:00 p.m. Lunch
- 1:30 p.m. Effective Assessment Techniques-Some Thoughts on Walking Around  
*Emil Morrow, NNSA Senior Technical Advisor*
- 2:00 p.m. ORPS Redesign Efforts  
*Eugenia Boyle, Occurrence Reporting Program Manager, Office of Performance Assessment and Analysis (EH-33)*
- 2:30 p.m. Facility Representatives Sharing of Good Practices and Lessons Learned
- *Brookhaven Area Office Self-Assessment Process—Mohammad Ali (CH/BAO)*
  - *Management System for Evaluating Contractor Performance—Ted Hinkel (YSO)*
  - *Sodium Fluoride Trap Depressurization at Oak Ridge—Leonard Blankner (OR)*
  - *Clear Understanding of Authorization Basis Documents—Joanne Lorence (LASO)*

Breakout Session:

	TRACK A	TRACK B
3:45 p.m. – 4:30 p.m.	Risk-based Facility Representative Walkthrough Plan <i>Will Ortiz, Sandia Site Office Facility Representative</i>	NNSA Facility Representative Program Policy Changes <i>Fred Bell, Los Alamos Site Office Facility Representative Team Leader</i>

### DAY 3: THURSDAY, MAY 15, 2003

#### THEME: ENHANCING YOUR CAREER

- 7:50 a.m. Introduction  
*John Evans*
- 8:00 a.m. The Path from Safety Oversight to Management  
*Robert Warther, Manager, Ohio Field Office*
- 8:30 a.m. Facility Representatives Sharing of Good Practices and Lessons Learned
- *Hoisting and Rigging in D&D Operations, Deanna McCranie and Gary Dreith (RF)*
  - *LEU Loadout Station Design & Construction—Robert Edwards (SR)*
  - *Suspect/Counterfeit Bolts—Bill Hunt (OH/WVDP)*
- 9:30 a.m. Improving Technical Competence and Proficiency
- Managing Chemical Safety Vulnerabilities  
*Judy DiGregorio, Training and Development Group, ORO; Gary Clifton, ORNL Site Office, ORO; Doug Reed, EM, ORO*
  - Accident Investigation Course  
*Richard “Chip” Lagdon, EH-21*
- 10:30 a.m. Panel Discussion—Making the Most of Your Career Opportunities\*
- Moderator: Gary Schmidtke, Operations Branch Chief, Sandia Site Office*  
*Panel Members: Mark Holzmer, Team Leader Argonne Area Office-West; Carl Everatt, Director, Operations Division Savannah River Ops Office; Brian Harkins, ORP, Facility Representative and 2001 DOE Facility Representative of the Year; Will Ortiz, Sandia Site Office Facility Representative*
- 12:00 p.m. Tours of U1a and JASPER Facilities, Nevada Test Site
- 5:00 p.m. Return to Hotel

\* A table entitled “Success Keys” was developed as part of the discussion and is included in Appendix E.



# APPENDIX C

## NOMINEES FOR THE 2002 FACILITY REPRESENTATIVE OF THE YEAR AWARD





## *2002 Facility Representative of the Year: Jerry D. Lipsky, Los Alamos Site Office*



Jerry is the Facility Representative for the Chemistry and Metallurgy Research Facility and the TA-55 Plutonium Facility.

### **Achievements:**

- Jerry identified previously unrecognized beryllium operations at the Chemistry and Metallurgy Research Facility and worked with facility personnel to develop a plan for legacy characterization. Jerry created a cooperative atmosphere and facilitated management taking proactive actions in this area to ensure the safety of workers within the facility.
- Jerry also identified significant deficiencies in the restart of the uranyl nitrate extraction process at the Chemistry and Metallurgy Research Facility and with the overall restart process. He worked closely with facility management to have repairs completed on the uranyl nitrate process and to conduct the appropriate reviews. Jerry's insistence of the highest standards in the restart process led to the identification and correction of several deficiencies that would have likely resulted in significant personnel and facility contamination.



**The Secretary of Energy**  
Washington, DC 20585

April 15, 2003

MEMORANDUM FOR JERRY D. LIPSKY  
LOS ALAMOS SITE OFFICE

FROM: SPENCER ABRAHAM

A handwritten signature in cursive script that reads "Spencer Abraham".

SUBJECT: Facility Representative of the Year for 2002

Congratulations on your selection as the Department of Energy's (DOE) Facility Representative of the Year for 2002. Your outstanding contributions to operational and safety oversight at the Chemistry and Metallurgy Research facility and the TA-55 plutonium facility 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 continued success in your DOE career.



### MOHAMMAD ALI, BROOKHAVEN AREA OFFICE

Mohammad is a Facility Representative assigned to the National Synchrotron Light Source at the Brookhaven National Laboratory.



#### **Achievements:**

- In 2002, the safety record at the National Synchrotron Light Source was being challenged by 5 continuous events over a period of 12 months, involving the facility user community. The events involved issues related to experimental review, transportation safety, radiological protection and electrical safety. The events indicated a potential systemic problem with the facility user safety program. Mohammad's early recognition of the problem led to a comprehensive review and examination of the facility's safety program as it applies to the activities of the users. Mohammad teamed with the facility staff and participated in this review and continues to ensure that corrective actions are implemented.
- Mohammad also developed and implemented the Brookhaven Area Office self-assessment process. This self-assessment process is designed to measure office and individual performance against established goals and objectives and to identify and implement corrective actions necessary for improvement. Mohammad wrote the Brookhaven Area Office self-assessment procedure, which identifies the components necessary for a comprehensive self-assessment and recommends a systematic process to follow for planning and conducting a self-assessment.

### DENNIS ARMSTRONG, NEVADA TEST SITE

Dennis is a Facility Representative at the U1a and Tunnels Complex at the Nevada Test Site.



#### **Achievements:**

- Dennis identified mercury electrical switches used during the sub critical experiments that were not meeting Lawrence Livermore safety requirements and were not properly reported on the Hazardous Materials inventory for the U1a Complex. Dennis used his expertise in this area to work with staff of Lawrence Livermore National Laboratory and averted possible action by the State of Nevada. This prevented potentially large fines and improved worker safety at the Nevada Test Site.
- Dennis also correctly pinpointed fire suppression system uncertainties involving critical diesel-powered equipment and was able to work with the contractor in putting underground equipment back into operation, which avoided the need to stop work for worker protection concerns.

## Appendix C

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### KERRY M. GROOMS, ARGONNE AREA OFFICE—WEST

Kerry is a Facility Representative at the Zero Power Physics Reactor, the Fuel Manufacturing Facility, the Transient Reactor Test reactor, and the Radioactive Scrap and Waste Facility. Since receiving this award, Kerry has moved on to the Yucca Mountain Project Office where he is a Quality Assurance Specialist.



#### **Achievements:**

- In response to findings by the DOE Headquarter program office responsible for ANL-W, Kerry developed, implemented and maintained a comprehensive oversight plan that ensures coverage of all ES&H areas included in the Argonne contract as well as self-assessments for the Argonne Area Office-West Team. Facility Representative staff at Argonne National Laboratory-East used this plan as a model to develop a similar plan to manage their oversight activities.
- Following qualification, Kerry immediately set about to review the implementation of authorization bases at his assigned facilities. During an observation of cask handling operations at the Radioactive Scrap and Waste Facility, Kerry identified that the actual height of the cask at certain points of the operation exceeded the analyzed height of a cask drop accident. Following the identification of the potential inadequacy of the safety analysis, Kerry worked with the contractor to establish a phased approach to returning the facility to an operational status ensuring adherence to the documented safety analysis while related safety analyses were being completed.

### BENTON (BEN) J. HARP, OFFICE OF RIVER PROTECTION

Ben is a Facility Representative at the Hanford tank farm facilities.



#### **Achievements:**

- The ORP contractor informed DOE in May 2002 that a state-driven milestone to pump waste from single-shell tanks was in jeopardy with only a 5% chance of success, and requested DOE to negotiate an extension date with the state. Ben identified that the number of pumps running to empty out the tanks was low because of ineffective management of priorities, resource utilization, and major repair work. At that time, 13 tanks had pumping systems installed and at best three pumps were running simultaneously. Ben provided details of the performance issues to his management who used the information to focus the efforts of the contractor. The pump operating times increased and 9 pumps were simultaneously operated. The milestone was successfully completed on September 28, 2002.
- Ben also led a team that performed a technical assessment of the failure mode. The assessment required engineering evaluation of various failure modes and destructive examination of the highly contaminated pipe section. Ben showed exceptional skill in preparing a concise technical report that concluded the failure was a result of water hammer, temperature cycling and piping joint design. As a result, operational restrictions were imposed on affected in-service pipes and the transfer piping joints were redesigned for future procurements.

### THEODORE TED” N. HINKEL, Y-12 SITE OFFICE

Ted is a Facility Representative assigned to the Depleted Uranium Operations facilities.



#### **Achievements:**

- At the request of Y-12 Site Office senior management, Ted performed a “Special Investigation” in response to a headquarters Office of Inspector General allegation regarding the degradation of safe operations of the Y-12 Enriched Uranium Warehouse and contractor management’s “untimely and inconsistent response to issues of workplace safety.” His thorough investigation into allegations of significant environmental, safety, and health issues resulted in several site-wide cultural shifts in safety and operational philosophy.
- Ted also led the Y-12 Site Office line management effort to start-up the Retech Vacuum Arc Remelt furnace. In the course of this effort, he worked effectively with contractor management to bring about the necessary equipment upgrades to ensure a successful restart. Operation of the furnace will lead the way to the D&D of a 530,000 square foot facility providing substantial cost savings to the

### JOHN W. HOUCK, ARGONNE AREA OFFICE - EAST

John is the Facility Representative at the Advanced Photon Source facility.



#### **Achievements:**

- John participated in a review of the Oak Ridge Facility Representative Program at the invitation of the Oak Ridge Operations Office and the Office of Science. John also provided an in-depth review of the Argonne Area Office Facility Rep Program. Drawing upon his knowledge and experience, John recommended several actions that led to significant improvements in both Facility Rep programs.
- John also recognized that legacy contaminated equipment near the Advanced Photon Source needed to be removed and encouraged facility staff to work with the laboratory organization responsible for such removal. The completed removal eliminated a potential barrier to construction of the proposed Center for Nanoscale Materials at the Advanced Photon Source.

## Appendix C

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### DEANNA MCCRANIE, ROCKY FLATS FIELD OFFICE

Deanna is the Facility Representative at eight facilities undergoing active decontamination and decommissioning at Rocky Flats.



#### **Achievements:**

- While performing routine oversight of D&D efforts in Building 865, Deanna identified numerous safety concerns. Taken individually these concerns could have been construed as minor events. Deanna believed these concerns were indicators of more significant management and cultural issues and recommended a formal assessment be performed. Her management agreed with Deanna and assigned her to lead the assessment of Building 865. The assessment identified issues with the use of powered hand tools, personal protective equipment usage and storage, fall protection and ladder safety, safety postings, entry and exit controls for beryllium and asbestos areas, and electrical safety.
- Deanna also identified an Unreviewed Safety Question in Building 440 involving the stacking of drums. The safety analysis allowed drums to be stacked four high. Deanna recognized that drums in the facility were stacked four high next to an enclosed legacy dock. The dock was elevated, meaning the drums in question could fall an additional four feet. This was equivalent to stacking drums to a fifth tier. Additional stacking restrictions were subsequently put in place to ensure operations within the safety basis.

### SCOTT NICHOLSON, SAVANNAH RIVER OPERATIONS OFFICE

Scott is a Facility Representative at H Tank Farm East Facility, Effluent Treatment Facility, and Saltstone Facility.



#### **Achievements:**

- Scott served on the DOE Validation for Re-Initiation of Processing Tank 50 Waste at the Saltstone Facility. Scott prepared and obtained approval of the Validation Plan and performed reviews in both the Training and Environmental Compliance areas. Scott's assessment in the Environmental Compliance area involved a comprehensive review of the original permit and numerous official correspondences with the state, covering a 10- year period. Scott made several substantial findings, which led to DOE intervention and prevented the State from issuing a notice of violation.
- Scott also noted significant errors in the administration of the Enrichment Control Program for the 242-16H Evaporator. This program is required by the authorization basis and calls for a periodic visual inspection of the evaporator pot for indications and an estimate of possible scale accumulation. Scott identified substantial deficiencies in how this was being accomplished and as a result prevented

### WILL P. ORTIZ, SANDIA SITE OFFICE

Will is a Facility Representative overseeing maintenance and construction activities at Sandia National Laboratory.



#### **Achievements:**

- Will performed several special reviews and trend analyses on occurrences in maintenance and construction activities. In one review, Will teamed effectively with Sandia construction personnel to investigate an upward trend in utility penetration occurrences. Several of Will's suggestions and recommendations were responsible for significant improvements to Sandia's local ES&H standard on construction. His review led to important corrective actions that improved worker protection.
- In another review, Will teamed with subject matter experts to analyze the causes of a series of waterline breaks, which were impacting operations and the environment. Will's development of a causal matrix and associated study led to Sandia developing comprehensive lessons-learned and corrective actions. Many of the waterline breaks were related to improper installation, such as mishandling piping prior to installation, improper configuration, or the absence of a thrust block. Will's perseverance significantly contributed to Sandia providing funding to rehabilitate the water systems, investigating and implementing advanced leak detection methods, and scheduling and performing more consistent fire hydrant and valve preventive maintenance activities.

### JODY M. PUGH, PANTEX SITE OFFICE

Jody is a Facility Representative at several facilities at the Pantex plant.



#### **Achievements:**

- Jody investigated the causes of data transcription errors in quality acceptance information for a nuclear explosive. Her investigation revealed weaknesses in the contractor's process that included hard-to-read gages, inconsistent performance of independent/dual verification when transcribing data, and weaknesses in the contractor's quality organization to ensure proper data entries. As result of her involvement, quality "hold points" were added to process procedures and dual verification of recorded data and calculations were implemented during process assembly.
- A movement of nuclear explosives had occurred in which contractor management did not properly communicate and coordinate pre-planning activities. This resulted in nuclear explosives being located in unauthorized/unanalyzed locations. Jody identified knowledge weaknesses and inadequate implementation of TSR administrative controls by operations personnel. As a result of Jody's investigation, improvements were made in contractor processes and controls of material movements.

## Appendix C

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### DOUGLAS R. REED, OAK RIDGE OPERATIONS OFFICE

Doug is a Facility Representative at the Fission Product Development Laboratory, Radiological Development Laboratory, High-Radiation-Level Analytical Facility, and Conversion Project.



#### **Achievements:**

- Doug investigated the origin of a number of waste containers located outside of EM buildings at Oak Ridge National Laboratory. His investigation indicated that these boxes could contain significant amounts of radioactive material from past clean-out of hot cells. The contractor was notified of this condition, which resulted in the filing of both an occurrence report and a positive Unreviewed Safety Question Determination. As a result of this, the contractor reviewed all of its projects for similar conditions. The contractor identified the same issue with other projects.
- Doug also identified several concerns with the conduct of operations at building 4501 Conversion Project, which was being readied for depressurization of Molten Salt Reactor Experiment sodium fluoride traps loaded with uranium hexafluoride. High radiation fields from the uranium-233 and uranium-232 resulted in these traps self-pressurizing with fluorine gas, requiring depressurization. Due to Doug's concerns, the contractor performed a thorough review of conduct of operations. This area was later cited as an area of strength during preparations for the DOE ORR. The Conversion Project successfully completed the DOE ORR in December of 2002.

### JAIME SAN MATEO, LIVERMORE SITE OFFICE

Jaime is a Facility Representative for Site 300 Explosive Operations Facilities.



#### **Achievements:**

- Jaime identified several serious safety issues throughout the Contained Firing Facility. In particular, he identified to management several hazardous operations involving beryllium material, firing table operations, instrument calibration measurement, and personnel protection issues. He identified those issues and brought them to the contractor's attention in a professional manner. Improvement plans were developed to help identify, categorize and compensate for these hazards before any incidents could occur.
- Jaime also routinely participates in test fire operations planning, design review and technical meetings that were previously attended only by contractor personnel. In these upfront planning meetings, Jaime has instilled in the contractor the importance of using lessons learned from previous experiments and firing area operations. This has resulted in a marked improvement in overall work planning and hazard control issues critical to the safe operation of the Contained Firing Facility.

### JAMES E. SPETS, RICHLAND OPERATIONS OFFICE

Jim is a Facility Representative for the Plutonium Finishing Plant.

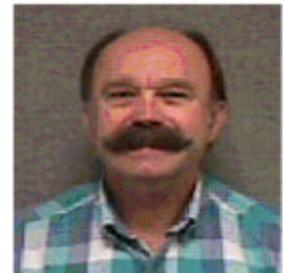


#### **Achievements:**

- Jim discovered that criticality safety had not been evaluated as part of the seismic structural analysis in the Justification for Continued Operation for Building 234-5Z. In response, the Plutonium Finishing Plant Criticality Safety Team reviewed the Criticality Safety Evaluation Reports and determined that a criticality could not be ruled out during a seismic event. Fissile material handling was immediately stopped until a recovery plan was approved. The Justification for Continued Operation was subsequently revised and the facility authorization basis team was trained to conduct more thorough evaluations of safety basis issues.
- Jim also identified an inadequate TSR implementing procedure for control of dispersible plutonium. Dispersible plutonium is at risk for release in the event of an earthquake. The TSR implementing procedure was not consistent with a Limiting Condition for Operation to ensure the dispersible plutonium inventory was maintained within the accepted risk envelope at all times. As a result of Jim's finding, the facility revised its TSR implementing procedure to reflect the dispersible plutonium allowed in the LCO.

### JAMES WOLSKI, IDAHO OPERATIONS OFFICE

Jim is a Facility Representative at the Test Area North facilities.



#### **Achievements:**

- Jim made a significant contribution to worker safety involving breached fuel cladding on some of the fuel pins used in a Loss of Fluid Test. The contractor stated in a pre-job briefing that there were no breached fuel assemblies and contamination was not a concern. Jim reviewed all the pertinent engineering design files to determine the condition of the fuel assemblies when they were removed from the reactor and discovered that one fuel module had breached cladding on some of the pins. Jim quickly brought that fact to the attention of the contractor. Prior to Jim's review, the Radiological Work Permit did not adequately address the potential for the spread of contamination and did not have the necessary controls to deal with breached fuel cladding.
- Jim also discovered deficiencies in the manner in which level checks were performed on underground nuclear waste storage tanks. The tanks were no longer in use but the TSR prohibited the addition or removal of any substance from the tanks. Numerous level checks indicated the level in the tank was fluctuating. This led to a TSR violation and a positive Unreviewed Safety Question evaluation. The contractor performed several evaluations and tests to determine the cause of the increasing levels, believing that it was caused by spring run off. However, after Jim observed several level checks being performed, he noted that the techniques used by the operators were different, and the wooden tool they used had a deteriorated end. Both the technique and the tool accounted for the change in level. Jim's attention to detail and persistence resulted in the contractor standardizing the level measuring technique. His efforts saved the project time and money.



# APPENDIX D

## WORKSHOP SURVEY RESULTS





## FACILITY REPRESENTATIVES WORKSHOP SURVEY RESULTS

Total Responses	45
Facility Representative Responses	34
Non-Facility Representative Responses	11

### **Survey Question One: In what capacity are you attending?**

I am a Facility Representative	34
I have programmatic responsibilities for FRs	9
I am also a Speaker/Panel Member	16

### **Survey Question Two: Generally how informative did you find the sessions at this year's Workshop? (5 is extremely informative, 0 is not informative at all)**

<u><i>Day One Topics</i></u>	<u><i>Number of Responses</i></u>	<u><i>Average Score</i></u>
Keynote Address	43	4.0
Management Systems at Y-12	42	3.5
Management Panel	43	3.8
Type B Investigations at Oak Ridge	32	3.9
<u><i>Day Two Topics</i></u>		
Fac. Rep Program Summary	39	4.0
ORP Lessons Learned	41	3.8
Recent Accident Investigations	39	3.6
Facility Representative/Oversight Panel	37	3.5
Effective Assessment Techniques	37	4.2
ORPS Re-Design Efforts	36	3.4
Risk-Based Assessment Plan	23	3.9
NNSA Fac. Rep. Program	23	3.8

## Appendix D

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### Day Three Topics

The Path From Oversight to Management	36	3.9
Chemical Safety Vulnerabilities	29	3.8
Accident Investigation Course	29	3.7
Career Opportunities Panel	22	4.0
How informative were the sessions of Facility Reps Sharing of Good Practices and Lessons Learned?	42	4.1

### **Survey Question Two: What is the most significant obstacle limiting your effectiveness as a Fac. Rep.**

Too many administrative duties	8
Too many collateral duties	8
No significant obstacles	4
Lack of management support	4
Too much work, not enough FRs	4
Poor technical support by SMEs	3
Inadequate management interaction	1
Can't get needed training	0

#### Other:

- Office infrastructure not established: records management, action tracking, etc.
- Management needs to re-communicate to the Contractor the roles/responsibilities of FR. Contractor needs to be reminded -- no whining.
- We have not had a supervisor or lead since last November 01. We now have one in place so hopefully that will change.
- Lack of LTA Quality Assurance for DOE/NNSA processes and documents.
- Collateral duties are increasing with reduction in personnel.
- In the past year, the administrative, and especially the collateral duties, for FRs at my site (Richland) have increase substantially. For some of us, meeting even 30% time in the field is becoming a struggle. I fear our Assistant Manager over the FRs doesn't fully understand the FR role and the importance of field presence. We are being assigned many duties that FRs are good at, but should not be assigned to FRs.
- Inadequate organization and administration.
- Technical support by SMEs, management support and management interaction need to be integrated for FR effectiveness overall.

### Survey Question Five: Do you have any other comments or suggestions?

- FR Yearbook - each site would have a page - could vary from a site description and roster to group photo and more specific info about Field Office Site Office Work Scope Challenges. This may facilitate networking of FRs both during and after the workshop.
- Skits/role-play of work situations - might add humor and explore other type of communication/presentation. EM sites most likely don't have a good understanding of NNSA sites and vice versa.
- Management does not always understand technical issues. They may use the buzzword (CONOPS, ISM, VSS, etc.) but they do not know the details.
- Bob Warther's integration of contract and oversight is good common sense stuff. Perhaps it should be passed to the Area Managers as a stovepipe reducing initiative. May wish to encourage sites to teach FRs ( et al ) where leverage points may exist in their particular contract.
- In general, the discussions on how a site does something is a good thing to share. In some cases, it may be useful to have the presenting site to "pulse" the other sites to see if they are presenting something unique, or it is similar to what is going on throughout the complex.
- Add: Golan's list discussion to ORRs to FR Web Page.
- Next year's topics - keep maybe one day of lessons learned. Add discussion on assessing contractor performance effectively integrating discussion with project management/contract management. Discussion on performance measures and indicators.
- Very informative and well organized workshop.
- Embassy Suites was a more convenient and pleasant environment.
- FR participation was valuable.
- Identifying the contribution of FRs to their management after the conference would be useful.
- Reminding management of tangible results/benefits the conference provides site offices may make it easier to encourage support.
- Continue to invite senior DOE/NNSA management to share perceptions of FR program.
- Broaden list of accomplishments and perhaps have a very brief presentation of a roll-up of the past years worth of accomplishments - most valuable when greatest number of managers are present.
- Don't read FR winner achievements -- takes too long -- just read a sentence or two.
- Require speakers to provide handouts unless you're sending us copies of all presentations.

## Appendix D

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- Emil Morrow is a wonderful speaker.
- Judy D and Ohio staff did excellent presentation on ORO training course. Invite her again!
- Okay to go to 5pm the first day of conference but make successive days a little shorter. Dismiss at 4:00 or so.
- Have a welcome reception on Monday night, if possible.
- John Evans and staff did excellent job of running the conference. Thank you.
- Deal with maturing FR program. Focus on ways for the program to mature like Bob Warther's presentation.
- More information about effective issues tracking system.
- INPO was a separate presentation
- Recognition Professional Registration/Certification
- INPO has several professional training courses (professional management and professional engineering) that may be useful to FRs. Could IPO bring in their training experts in such areas during the workshop?
- NNSA should have their own workshop, too much NNSA emphasis for those of us who are not NNSA FRs.
- Please don't use this hotel again. I was not given breakfast coupons and the staff was rude when I attempted to correct the situation.
- Continue to provide discussions on the evolving role of the FR. The role has changed significantly and will continue to change in the coming years.
- Don't read the FR of the Year nominees brief in its entirety. Summarize or refer audience to what's in booklet.
- Encourage the use of the microphone.
- The agenda should have included Mr. Schepens presentations. Unscheduled presentations don't allow time for preparation of questions or evaluation of presentation effectiveness.
- The INPO presentation should have been broken out in a separate session rather than included as part of the FR Panel/Oversight Panel. The Davis-Besse incident would have made an excellent "stand alone" presentation.

- Keep questions #4 (FRs Only: What is the most significant obstacle limiting your effectiveness as a Fac. Rep.) open to non-FRs (eg their supervisors).
- Emil Morrow's remarks were extremely useful, and quite inspiring. I recommend trying to have him at this conference every year.
- INPO way too long during oversight panel.
- Develop up front questions for the panels (from FRs - use the web page).
- Keep in Las Vegas.
- Occasionally hold the meeting the first week of June so FRs with children in school can bring their families.
- FR workshop should be located at DOE sites. The location should be rotated across the DOE complex. Las Vegas is too far and expensive for some sites to send FRs to attend the workshop.
- The panel discussion for the audience to participate was limited because one member gave a 20-30 minute presentation. It limited the focus on the discussion.
- Would like to see presentation/discussion from Naval Reactors or DOD and more from INPO Commercial Nuke and/or NRC/DNFSB.



# Facility Representative Program



## 2003 Facility Reps Workshop

2003 Facility Reps Workshop  
May 13-15, 2003  
Las Vegas, NV

### Program News

- Congratulations to **Jerry Lipsky**, winner of the **2002 Facility Representatives of the Year Award!** [Click Here](#)



- **for News, NEW!** Congratulations to **Thomas Greene**, LLNL for Completing Qualifications. **NEW!**

- Congratulations to the following Los Alamos Facility Reps for Completing Qualifications: **David Luke** - CMLR, Art **Trujillo** - Plutonium Processing Facility, **Pat Lewis** -

- T.A-50 and 54; **Michelle Martinez-Woodson** - Physics Division; **Kirk Kielholtz** - Dual-Axis Radiographic Hydrodynamic Test Facility; and **Jeff Williams** - Engineering Sciences and Applications Division.

- Congratulations to **David Croseck**, EPFO for Completing Qualifications.

- Facility Representative Program Performance Indicators for Oct - Dec 2002. [PDF](#)

- Congratulations to **Edwin Deshong**, SR, for Completing Qualifications at T, D and M-Area facilities.

- Congratulations to **Bill Hunt**, OH/WVDP, for Completing Expanded Qualifications for all West Valley facilities.

- Congratulations to **Dan Rivas**, NSO, for Completing Qualifications at JASPER.

- Congratulations to **Veronica Martinez**, SSO, for Completing Qualifications.

- [Facility Rep Discussion Board Now Online.](#)

### DOE Safety Links

- [Occurrence Reporting and Processing System Login](#)
- [Occurrence Reporting Binned Info, Trending Tool \(ORBITT\) Login](#)
- [Operating Experience Summary](#)
- [Lessons Learned](#)
- [Accident Investigations and Oversight Evaluations](#)
- [Technical Standards Topical Committees](#)

### Subject Matter Links

### Program Information

- [Program Mission Statement](#)
- [Program Directives & Memos](#)
- [Facility Rep of the Year Award](#)
- [Annual Facility Rep Workshop](#)
- [Program Performance Indicators](#)
- [Facility Rep Working Groups](#)

### Training & Qualification Information

- [Qualification Standards](#)
- [Recommended Training Courses](#)
- [DOE Order Self Study Modules](#)
- [DOE Fundamentals Handbooks](#)

### Current Facility Reps

- Listed By:
- [Site](#)
  - [Alphabetical](#)

Search Facility Rep:

Enter Last Name

**Search**

[Facility Rep Vacancy Announcements](#)  
(No Vacancies listed at this time)

### Steering Committee Members

- Listed By:
- [Field Offices](#)
  - [HQ Program Offices](#)

### Facility Rep Program Sponsors

- Listed By:
- [Field Offices](#)

This site has been  
visited  
**27714**  
times since  
June 22, 2000

FACILITY REPRESENTATIVES WEB SITE SURVEY RESULTS

Completed Surveys - 45

1. Are you a Facility Representative?

(a) Yes - 35 78% (b) No - 10 22%

2. Have you visited the Facility Representative web site at “www.facrep.org” within the last six months?

(a) Yes - 45 100% (b) No - 0 0%

3. How many times on an average do you visit the web site per month?

(a) Less than once a month - 13 29% (b) Once a month - 14 31%  
(c) 2-3 times a month - 12 27% (d) 5 or more - 6 13% (e) Never - 0 0%

4a. In response to last year’s survey we added a Discussion Board on the Web Site. Have you visited the Discussion Board?

(a) Yes - 8 40% (b) No - 27 60%

4b. Approximately, how frequently do you visit it?

(a) Daily - 0 0% (b) Weekly - 3 18% (c) Monthly Weekly - 13 71%  
(d) Couple of times Weekly - 2 11%

4c. Do you have any Suggestions for the discussion board?

1. Keep it – I like hearing about your notifications via e-mail. That tells me weather or not to visit.
2. Have an e-mail go out to the distribution when there is a new question or issue. I think that does happen for some of the issues.
3. Make a hot link (top Center) of the web page to facilitate use - could also send link in an e-mail that would take FR’s directly to the discussion board. Make it quick and easy.

5a. In response to last year’s survey we added a section for Training & Qualification. Have you visited the section?

(a) Yes - 22 49% (b) No - 23 51%

5b. Which parts of the Training and Qualification section do you find helpful? (Circle all)

- (a) Qualification standards - 14 66%
- (b) Recommended Training courses - 16 76%
- (c) DOE Order Self study Modules - 9 43%
- (d) DOE Fundamentals Handbooks - 9 43%

## Appendix D

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6. Do you have any suggestions for improvement or features that you think we could add to make the web site more useful for you?
  1. Links to outside organizations websites that provide useful information (NRC, OSHA Standards, Pump vendors etc.)
  2. A link with access to INPO web page for all FR's. Some sites(Y-12) contractors provide access others don't. Can DOE/NNSA negotiate INPO access to their website for all FR's.
  3. Issues tracking system used by diff sites- what works but mostly what doesn't work, can those sites make informed decisions about which system works to meet your needs.
  4. It would be nice if the FR's would write-up lessons learned on a more frequent basis and post it on the web site.
  5. Existing safety links are useful.
  6. News is fun.
  7. Links to other industry Groups e.g.- INPI, DOD, NTR/Shipyards, Commercial nukes.
  8. Move FR bio and discussion board behind password. Leave contact info public.
  9. Keep the study modules up to date.
  10. Links to external Lessons learned homepages/websites.
  11. Website is a very useful tool.
  12. Send out the link periodically, especially when there is a new action item, new issue to discussion a new service or training course available. The website is great but I am usually too busy to proactively access. Need a periodic prompt when something is new.
  13. CBT's for DOE Engineering Fundamentals.

# APPENDIX E

## FACILITY REPRESENTATIVE SUCCESS KEYS





**SUCCESS KEYS:**

**ELEMENTS/THOUGHTS FOR FACILITY REPRESENTATIVES TO CONSIDER TO BE BETTER FACILITY REPRESENTATIVES OR MOVE INTO PROGRAM/PROJECT WORK OR MANAGEMENT**

#	Success Keys	OPS/FR	Program/ Project	Sup. / Mgmt.
1.	Finish what you start			
2.	Ability to make decisions			
3.	Do the right thing			
4.	Develop broad experience base			
5.	Develop project expertise			
6.	Develop budget awareness			
7.	Volunteer for special assignments			
8.	Consider moving			
9.	Have a good attitude			
10.	Find work (& boss) you enjoy			
11.	Learn from others successes			
12.	Sell yourself (& FR program)			
13.	Assess/re-assess career goals – Know what you want			
14.	Mentor / train your replacement			
15.	Network			
16.	Take good advice – find the best and attach yourself			

## Appendix E

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### SUCCESS KEYS, CONTINUED

#	Success Keys	OPS/FR	Program/ Project	Sup. / Mgmt.
17.	Be <u>ready</u> when opportunity knocks – do your homework			
18.	Be cognizant of taxpayers money			
19.	Consider efficiency			
20.	Work well with others			
21.	Communicate effectively			
22.	Do good work			
23.	Develop COTR skills/knowledge			

# APPENDIX F

## REFERENCE MATERIALS





FACILITY REPRESENTATIVE PROGRAM SPONSORS

Office	Name	Title	Phone
CH	Carson Nealy	Group Manager, Technical and Administrative Services	630-252-2004
ID	Ray Furstenaus	Acting Deputy Assistant Manager for Operations	208-526-4014
NV	Terry Wallace	Assistant Manager, Technical Services	702-295-2932
OAK	Phil Hill	Livermore Safety Oversight Division Director	925-422-7372
OH	Nat Brown	Senior Technical Advisor to Field Office Manager	937-865-3271
OR	Bob Poe	Assistant Manager, Environment, Safety, Health and Emergency Management	865-576-0891
ORP	Chris Bosted	Operations and Safety Oversight Division	509-376-2223
RL	Shirley Olinger	Assistant Manager for Safety and Engineering	509-372-3062
RFFO	Dero Sargent	Acting Assistant Manager for Safety Programs	303-966-6222
SR	Charlie Hansen	Deputy Manager	803-725-2277
SSO	Ken Zamora	Assistant Manager for Oversight	505-665-6351
YSO	Ken Ivey	Operations Management Division Director	865-574-0277

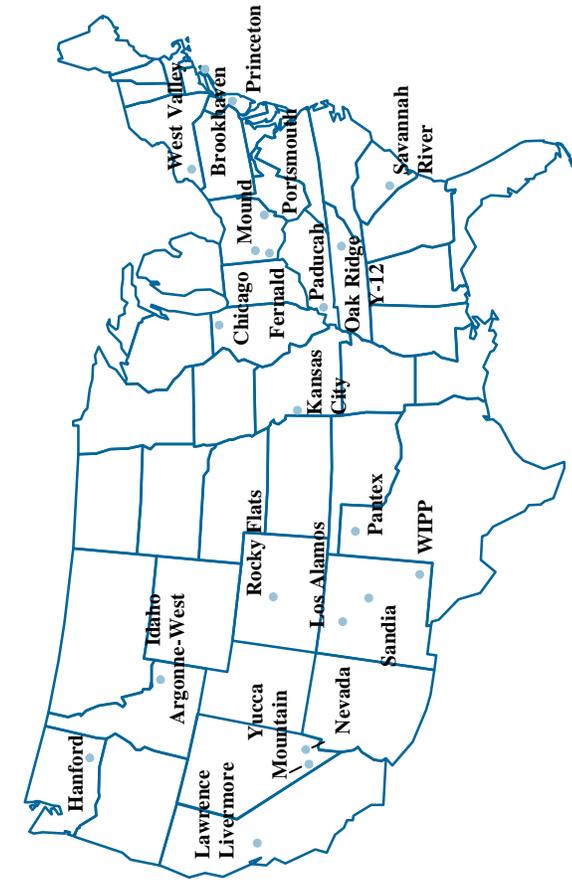
FACILITY REPRESENTATIVE PROGRAM SPONSORS

Last Name	First Name	Location	Phone	E-mail
Evans	John	S-3.1	202-586-3685	<a href="mailto:john.evans@eh.doe.gov">john.evans@eh.doe.gov</a>
Izquierdo	Casimiro	FE-42	202-586-9353	<a href="mailto:casimiro.izquierdo@hq.doe.gov">casimiro.izquierdo@hq.doe.gov</a>
Morrow	Emil	NA-3.6	202-586-5530	<a href="mailto:emil.morrow@nnsa.doe.gov">emil.morrow@nnsa.doe.gov</a>
Schwartz	Ray	SC-83	301-903-4909	<a href="mailto:ray.schwartz@science.doe.gov">ray.schwartz@science.doe.gov</a>
Tourigny	Edmond	NE-40	301-903-3679	<a href="mailto:edmond.tourigny@hq.doe.gov">edmond.tourigny@hq.doe.gov</a>
West	Craig	ME-511	202-287-1637	<a href="mailto:craig.west@hq.doe.gov">craig.west@hq.doe.gov</a>

## Appendix F

### FACILITY REPRESENTATIVE STEERING COMMITTEE

Office	Location	Last Name	First Name	Phone Number	E-Mail
AL	ServCtr	Eggleston	Jody	505-845-5623	<a href="mailto:jeggleston@doeal.gov">jeggleston@doeal.gov</a>
CBFO	WIPP	Galbraith	Donald	505-234-8365	<a href="mailto:don.galbraith@wipp.ws">don.galbraith@wipp.ws</a>
CH	PAO	Dietrich	Leif	609-243-3759	<a href="mailto:Ldietrich@pppl.gov">Ldietrich@pppl.gov</a>
CH	OPS	Moro	Karl	630-252-2065	<a href="mailto:karl.moro@ch.doe.gov">karl.moro@ch.doe.gov</a>
CH	AAO-W	Holzmer	Mark	208-533-7446	<a href="mailto:mark.holzmer@anlw.anl.gov">mark.holzmer@anlw.anl.gov</a>
CH	AAO-E	Purucker	Roxanne	630-252-2096	<a href="mailto:rox-">rox-</a>
CH	BAO	Kelley	Peter	631-344-5784	<a href="mailto:pkelley@bnl.gov">pkelley@bnl.gov</a>
ID	OPS	Seal	Bob	208-526-7856	<a href="mailto:sealrc@id.doe.gov">sealrc@id.doe.gov</a>
KCSO	KCP	Roberts	Michael	816-997-3908	<a href="mailto:mroberts@kcp.com">mroberts@kcp.com</a>
LASO	LANL	Vozella	Joe	505-665-6352	<a href="mailto:jvozella@doeal.gov">jvozella@doeal.gov</a>
LSO	LLNL	Scott	Richard	925-423-3022	<a href="mailto:richard.scott@oak.doe.gov">richard.scott@oak.doe.gov</a>
NSO	NTS	Henderson	Timothy	702-295-1988	<a href="mailto:henderson@nv.doe.gov">henderson@nv.doe.gov</a>
OH	WVDP	Jackson	T.J.	716-942-2135	<a href="mailto:timo-">timo-</a>
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OH	FIELD	Jordan	Michael	937-865-3589	<a href="mailto:michael.jordan@ohio.doe.gov">michael.jordan@ohio.doe.gov</a>
OH	FERN	Kozlowski	David	513-648-3187	<a href="mailto:david.kozlowski@fernald.gov">david.kozlowski@fernald.gov</a>
OR	EM	Noe	Timothy	865-576-0963	<a href="mailto:noetd@oro.doe.gov">noetd@oro.doe.gov</a>
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ORP	FIELD	Bosted	Chris	509-376-2223	<a href="mailto:c_j_chris_bosted@rl.gov">c j chris bosted@rl.gov</a>
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RL	OPS	Quintero	Roger	509-373-0421	<a href="mailto:roger_a_quintero@rl.gov">roger a quintero@rl.gov</a>
SR	OPS	Goff	Steve	803-208-0388	<a href="mailto:steve.goff@srs.gov">steve.goff@srs.gov</a>
SR	OPS	Hinson	Larry	803-208-7014	<a href="mailto:larry.hinson@srs.gov">larry.hinson@srs.gov</a>
SR	OPS	Edwards	Robert	803-952-4630	<a href="mailto:robert-e.edwards@srs.gov">robert-e.edwards@srs.gov</a>
SR	OPS	Tomac	Teresa	803-208-2644	<a href="mailto:teresa.tomac@srs.gov">teresa.tomac@srs.gov</a>
SSO	SNL	Schmidtke	Gary	505-845-6192	<a href="mailto:gschmidtke@doeal.gov">gschmidtke@doeal.gov</a>
YSO	Y-12	Wellbaum	Steven	865-574-3963	<a href="mailto:wellbaumse@yao.doe.gov">wellbaumse@yao.doe.gov</a>



**Facility Representative Site Distribution**

- SRS
- Oak Ridge
- RL
- INEEL
- LANL
- RFETS
- Pantex
- NTS
- LLNL
- Y-12
- ORP
- Chicago
- SSO
- Fernald
- BAO
- Mound
- ANL-W
- WVDP
- Kansas City
- SNL
- WIPP
- Paducah
- Portsmouth
- PPPL

Savannah River Ops Office	SRS	36
Richland Operations Office	RL	19
Oak Ridge Operations Offices (EM, HFIR, ORNL, REDC)	Oak Ridge	18
Idaho Operations Office	INEEL	18
Los Alamos Site Office	LANL	16
Rocky Flats Field Office	RFETS	14
Pantex Site Office	Pantex	10
Nevada Site Office	NTS	9
Livermore Site Office	LLNL	9
Y-12 Site Office	Y-12	9
Office of River Protection	ORP	6
Chicago Area Offices (AAO-E, FAO, AMES)	Chicago	8
Sandia Site Office	Sandia	8
Fernald Field Office	Fernald	6
Brookhaven Area Office	BAO	5
Ohio Field Office	Ohio	4
Argonne Area Office - West	ANL-W	2
West Valley Demonstration Project	WVDP	3
Kansas City Site Office	Kansas City	3
Sandia National Laboratories - California	SNL	1
Waste Isolation Pilot Plant	WIPP	1
Paducah Site Office	Paducah	1
Portsmouth Site Office	Portsmouth	1
Princeton Area Office	PPPL	1
<b>Total</b>	<b>Total</b>	<b>208</b>





## Department of Energy

Washington, DC 20585

June 5, 2003

### MEMORANDUM FOR DISTRIBUTION

FROM: John Evans, Facility Representative Program Manager

A handwritten signature in black ink, appearing to read "John Evans".

SUBJECT: Facility Representative Program Performance Indicators Quarterly Report

Attached is the Facility Representative Program Performance Indicators (PIs) Quarterly Report covering the period from January to March 2003. Data for these indicators are gathered by Field elements quarterly per DOE-STD-1063-2000, *Facility Representatives*, and reported to Headquarters program offices for evaluation and feedback in order to improve the Facility Representative Program.

The percentage of Facility Representatives who are fully qualified reached 91% across DOE. In EM the percentage is 97%, in SC the percentage is 95%, and in NNSA the percentage is 78%. The DOE goal is 75%. Staffing levels for the three organizations continue to be below the 100% goal, but during the quarter were 92% at EM sites, 85% at SC sites, and 80% at NNSA sites.

The 2003 Facility Representatives Workshop was held May 13-15, 2003. A total of 102 people attended, including 52 Facility Representatives. Jeff Allison, Manager, Savannah River Operations Office provided the keynote address. The 2002 Facility Representative of the Year Award was presented to Jerry Lipsky of the Los Alamos Site Office for outstanding service as a Facility Rep at the TA-55 Plutonium facility and the Chemistry and Metallurgy Research facility. Presentations and videos from the workshop will soon be available on the Facility Representative web site at <http://www.facrep.org>.

Current Facility Representative information and past quarterly performance indicator reports are accessible via the Internet at <http://www.facrep.org>. Should you have any questions or comments on this report, please contact me at 202-586-3887.

Attachment



Facility Representative Program Performance Indicators Quarterly Report  
June 5, 2003

**Distribution:**

Kyle McSlarrow, S-2	Manager, Carlsbad Field Office
Linton Brooks, NA-1	Manager, Chicago Operations Office
Robert Card, S-3	Manager, Idaho Operations Office
Everet Beckner, NA-10	Manager, Kansas City Site Office
Jessie Roberson, EM-1	Manager, Livermore Site Office
Raymond Orbach, SC-1	Manager, Los Alamos Site Office
William Magwood, NE-1	Manager, Nevada Site Office
James Mangeno, NA-3.6	Manager, Oak Ridge Operations Office
Greg Rudy, NA-50	Manager, Office of River Protection
Milton Johnson, SC-3	Manager, Ohio Field Office
	Manager, Pantex Site Office
	Manager, Richland Operations Office
	Manager, Rocky Flats Field Office
	Manager, Sandia Site Office
	Manager, Savannah River Operations Office
	Manager, Savannah River Site Office (NNSA)
	Manager, Y-12 Site Office

**cc:**

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Earl Burkholder, PXS  
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## ENVIRONMENTAL MANAGEMENT SITES

### Facility Representative Program Performance Indicators (1QCY2003)

<u>Field or Ops Office</u>	<u>Staffing Analysis</u>	<u>FTE Level</u>	<u>Actual Staffing</u>	<u>% Staffing</u>	<u>Attrition</u>	<u>% Core Qualified</u>	<u>% Fully Qualified</u>	<u>% Field Time *</u>	<u>% Oversight Time **</u>
Carlsbad	1	1	1	100	0	100	100	60	65
Idaho	19	19	18	95	0	100	100	42	79
Oak Ridge (EM)	20	17	16	80	0	100	100	30	35
OH/Fernald	6	6	6	100	0	83	83	43	70
OH/Miamisburg	4	4	4	100	0	100	100	45	67
OH/West Valley	2	2	2	100	0	100	100	20	52
Richland	21	21	19	90	0	100	100	37	66
River Protection	11	11	9	82	0	78	78	53	78
Rocky Flats	14	14	14	100	1	100	100	55	75
Savannah River	35	35	33	94	1	97	97	44	86
<b>EM Site Totals</b>	<b>133</b>	<b>130</b>	<b>122</b>	<b>92</b>	<b>2</b>	<b>97</b>	<b>97</b>	<b>42</b>	<b>71</b>
<b>DOE GOALS</b>	-	-	-	<b>100</b>	-	-	<b>&gt;75</b>	<b>&gt;40</b>	<b>&gt;60</b>

\* % Field Time is defined as the number of hours spent in the plant/field divided by the total available work hours in the quarter. The total available work hours is the actual number of hours a Facility Representative works in a calendar quarter, including overtime hours. It does not include leave time (sick, annual, or other) or holidays.

\*\* % Oversight Time includes % Field Time

### Highlights of EM Facility Representative (FR) Accomplishments:

- At Idaho, a FR completed qualifications at the RWMC. All DOE-ID FRs are now fully qualified.
- At Oak Ridge (EM), FRs are providing significant support to the 10CFR830 DSA review and verification and to Emergency Management documents and associated hazard evaluations. Several FRs are supporting formal Type B investigations at the site.
- At OH/Miamisburg, an FR discovered that modesty clothing was reused from a hot job performed the previous day, which contributed to high-level personnel wipes. Corrective actions were immediately implemented. Also, during inspection of railcar, an FR discovered a chock still in place after the shuttle's whistle was blown and the railcars were about to be moved. The shuttle was halted and the chock removed averting possible significant damage.
- At OH/West Valley, a FR completed the newly developed site-wide qualification, which will allow him to cover all facilities. An FR participated on a process hazards analysis review for the future Remote Handled Waste Facility, and an FR coordinated the write-up of an Operational Experience Summary for the suspect/counterfeit bolt found in a ratchet tie-down strap.
- At Richland, two FRs started a special assignment to prepare a lessons learned document on criticality safety for decommissioning and deactivation of nuclear facilities. The FRs traveled to Rocky Flats and gathered information, interviewed personnel, and toured facilities. In addition, applicable NRC documentation was obtained and reviewed. Also, FRs performed a site-wide evaluation on the contractor's corrective action management program. The FRs identified several significant safety issues that remained uncorrected by the contractor 15 to 18 months after initial identification
- At River Protection, an FR prevented a chemical addition to a waste tank that would have added double the amount of chemicals that was analyzed and approved. The contractor purchased a chemical at a concentration that was higher than initially planned, and revised the process control plan to reflect a correspondingly lower chemical volume addition but did not revise the work instructions. Prior to the work, the FR identified that the work instructions were not changed.
- At Savannah River, two FRs served on a team that performed an ISMS Verification for the River Protection Project Waste Treatment and Immobilization Plant. One of the FRs served as the Team Leader. Also, the Tank Farm FR participated in a validation of contractor readiness to implement the new facility Documented Safety Analysis, and an FR was detailed to the High Level Waste Engineering Division for 120 days to fill a critical AB engineer staffing need.

## NATIONAL NUCLEAR SECURITY ADMINISTRATION SITES

### Facility Representative Program Performance Indicators (1QCY2003)

<u>Site Office</u>	<u>Staffing Analysis</u>	<u>FTE Level</u>	<u>Actual Staffing</u>	<u>% Staffing</u>	<u>Attrition</u>	<u>% Core Qualified</u>	<u>% Fully Qualified</u>	<u>% Field Time *</u>	<u>% Oversight Time **</u>
Kansas City	4	4	4	100	0	75	75	20	65
Livermore	10	10	9	90	0	100	67	40	71
Los Alamos	13	14	14	100	0	100	93	44	75
Nevada	12	9	9	75	1	100	78	40	65
Pantex	15	9	9	67	1	100	78	47	73
Sandia	12	8	7	88	1	100	86	30	51
Savannah River	3	3	3	100	0	100	100	36	72
Y-12	11	9	9	82	0	78	56	47	79
<b>NNSA Site Totals</b>	<b>80</b>	<b>66</b>	<b>64</b>	<b>80</b>	<b>3</b>	<b>95</b>	<b>78</b>	<b>40</b>	<b>70</b>
<b>DOE GOALS</b>	-	-	-	<b>100</b>	-	-	<b>&gt;75</b>	<b>&gt;40</b>	<b>&gt;60</b>

\* % Field Time is defined as the number of hours spent in the plant/field divided by the total available work hours in the quarter. The total available work hours is the actual number of hours a Facility Representative works in a calendar quarter, including overtime hours. It does not include leave time (sick, annual, or other) or holidays.

\*\* % Oversight Time includes % Field Time

### Highlights of NNSA Facility Representative (FR) Accomplishments:

- At Kansas City, FRs identified deficiencies in the plant's Asbestos Abatement Database, and FRs identified a leaking pneumatic line, which when it was corrected reduced electrical drier run time and improved process efficiency. An FR participated in an ORR at Nevada Test Site.
- At Livermore, FRs worked closely with the Contained Firing Facility staff to accomplish a major series of important explosive tests including beryllium and toxic materials controls. The FR participated in the planning of operations and hazard control development and came up with innovative proposals to accomplish the mission safely and more efficiently.
- At Pantex, FRs led and participated in the B-83 rebuild Readiness Assessment, the Fire Basis For Interim Operations Phase II Readiness Assessment, the W-62 SS-21 Disassembly and Inspection Readiness Assessment, the 12-44 Infrared Fire Detection System upgrade Readiness Assessment, and the Transportation Module of the Safety Analysis Report Phase I Readiness Assessment.
- At Los Alamos, an FR served as Team Leader for Readiness Assessment for the start up of the Radioassay and Non-destructive Testing Facility. The successful completion of this RA facilitated the implementation of the "Quick to WIPP" process, allowing a significant increase in throughput of waste to the WIPP site. Numerous LANL and LASO management and program personnel specifically commented on this being the most professional assessment conducted by DOE.
- At Nevada, the FR at JASPER completed full qualifications. Also, an FR was proactive in identifying weaknesses in the contractor's implementation of some chemical storage requirements, and a weakness in the contractor's ability to ascertain where carcinogenic chemicals were being used in the work place.
- At Sandia, FRs assisted Sandia National Lab during a lockout/tagout (LOTO) stand-down by critiquing a revised LOTO training course, completing observations of lab employees performing LOTO activities, supporting the lab's "Reauthorization Process", and participating on the newly established LOTO Committee. Also, an FR served on the review team for the Waste Treatment Project ISMS Phase I Verification at Hanford.
- At Y-12, the FR for the Assembly Organization was instrumental in resolving issues between different organizations to eliminate conflicts that affect weapon assembly operations and delivery schedules. This required getting senior NNSA and contractor management involved to get the necessary corrective actions developed and completed.

## OFFICE OF SCIENCE SITES

### Facility Representative Program Performance Indicators (1QCY2003)

<u>Area/Ops Office</u>	<u>Staffing Analysis</u>	<u>FTE Level</u>	<u>Actual Staffing</u>	<u>% Staffing</u>	<u>Attrition</u>	<u>% Core Qualified</u>	<u>% Fully Qualified</u>	<u>% Field Time *</u>	<u>% Oversight Time **</u>
Ames	1	1	1	100	0	100	100	34	67
Argonne-East	5	5	5	100	0	100	100	28	98
Argonne-West	3	2	2	67	1	100	100	30	62
Brookhaven	6	6	6	100	0	100	100	36	82
Fermi	2	2	2	100	0	50	50	39	92
Oak Ridge (NE facilities)	5	5	3	60	0	100	100	62	72
Oak Ridge (ORNL)	3	2	2	67	0	100	100	66	79
Princeton	1	1	1	100	0	100	100	49	72
<b>SC Site Totals</b>	<b>26</b>	<b>24</b>	<b>22</b>	<b>85</b>	<b>1</b>	<b>95</b>	<b>95</b>	<b>41</b>	<b>82</b>
<b>DOE GOALS</b>	-	-	-	<b>100</b>	-	-	<b>&gt;75</b>	<b>&gt;40</b>	<b>&gt;60</b>

\* % Field Time is defined as the number of hours spent in the plant/field divided by the total available work hours in the quarter. The total available work hours is the actual number of hours a Facility Representative works in a calendar quarter, including overtime hours. It does not include leave time (sick, annual, or other) or holidays.

\*\* % Oversight Time includes % Field Time

### Highlights of Science Facility Representative (FR) Accomplishments:

- At Argonne-East, FRs supported oversight of the initial shipments of transuranic waste to WIPP.
- At Argonne-West, an FR observed that a carbon dioxide compressed gas station used to produce dry ice was in a small-enclosed area with no forced ventilation. The contractor removed it from service, which eliminated the potential asphyxiation and cryogenic hazard to personnel.
- At Brookhaven, an FR participated in the Accelerator Readiness Review for the new EbcO, Inc. accelerator. The accelerator will produce isotopes for the BNL Positron Emission Tomography facility. Also, an FR participated in the review and preparation of the Safety Evaluation Report for the categorization downgrade of the Brookhaven Medical Research Reactor from a nuclear facility to a radiological facility.
- At Fermi, FR activities continue to focus on the safety posture of fixed-price and time and materials construction subcontractor activities (including sub-tier subcontractors) at the Fermi National Accelerator Laboratory.
- At Oak Ridge, FRs conducted oversight activities at HFIR after a contractor-imposed delay in resuming normal operations due to work control issues arising in late January. Also, one HFIR FR is cross qualifying at REDC and one HFIR FR completed periodic requalification.
- At Princeton, an FR identified two circuit breaker trip units as being refurbished. The identification stickers on the breaker trip units incorrectly labeled them as new. As a result, the units were not installed and the Inspector General opened an investigation.