



# 2007 DOE Facility Representatives Workshop SUMMARY

May 15 – 17, 2007  
Embassy Suites  
Las Vegas, Nevada





### **2006 Facility Representative of the Year Nominees**

L-R: Jose Blanco (SRS), Cary Bronson (LASO); Chris Sorensen (ORP); Dennis Armstrong (NSO); Bill Wechsler (SSO); Bob Seal (ID); Earl Burkholder (PXSO) Joe Sondag (RL); Steve Smith (LSO); Rick Farr (ORO); Mike Miller (YSO)



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**Department of Energy**  
Washington, DC 20585

June 15, 2006

**MEMORANDUM FOR DISTRIBUTION**

FROM:   
MARK B. WHITAKER, JR.  
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DEFENSE NUCLEAR FACILITIES SAFETY BOARD  
OFFICE OF HEALTH, SAFETY AND SECURITY

JOANNE D. LORENCE   
HEADQUARTERS FACILITY REPRESENTATIVE  
PROGRAM MANAGER  
OFFICE OF HEALTH, SAFETY AND SECURITY

SUBJECT: 2007 DOE Facility Representatives Workshop

The 2007 DOE Facility Representatives Workshop was held in Las Vegas, Nevada from May 15 - 17, 2007. The objectives of the workshop were to share lessons 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 2006 Facility Representative of the Year Award was presented to Robert "Bob" C. Seal from the Idaho Operations Office. A total of 119 personnel attended, including 50 Facility Representatives, 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 2006 Facility Representative of the Year Nominees and Winner
- Survey Results
- Reference Materials

We received many positive comments from participants who found the workshop to be valuable. Please call Mark Whitaker at (202) 586-1774 if you have any questions or comments regarding the workshop or the Facility Representatives Program.

Attachment



Printed with soy ink on recycled paper

M. Whitaker to Distribution  
June 15, 2007

**Distribution:**

G. Podonsky, HS-1  
M. Kilpatrick, HS-1  
C. Lagdon, US-Energy  
I. Triay, EM-3  
D. Chung, EM-60  
J. McConnell, NA-2  
R. Russo, NA-3  
T. D'Agostino, NA-10  
O. Lowe, NE-40

Manager, Ames Site Office  
Manager, Argonne Site Office  
Manager, Brookhaven Site Office  
Manager, Carlsbad Field Office  
Manager, Chicago Office  
Manager, Consolidated Business Center (EM)  
Manager, Fermi Site Office  
Manager, Idaho Operations Office  
Manager, Livermore Site Office  
Manager, Los Alamos Site Office  
Manager, Nevada Site Office  
Manager, New Brunswick Laboratory  
Manager, NNSA Service Center  
Manager, Oak Ridge Office  
Manager, Office of River Protection  
Manager, Ohio Field Office  
Manager, Pacific Northwest Site Office  
Manager, Pantex Site Office  
Manager, Portsmouth/Paducah Project Office  
Manager, Princeton Site Office  
Manager, Richland Operations Office  
Manager, Sandia Site Office  
Manager, Savannah River Operations Office  
Manager, Savannah River Site Office (NNSA)  
Manager, Y-12 Site Office

Facility Representative Sponsors  
Facility Representative Steering Committee  
Facility Representatives  
Workshop Attendees

## FACILITY REPRESENTATIVES WORKSHOP SUMMARY



### I. Workshop Purpose

The DOE Facility Representatives Annual Workshop was held in Las Vegas, Nevada from May 15 - 17, 2007. The purpose of the workshop was to share lessons learned from Facility Representatives across the DOE complex and to provide information to assist Facility Representatives in carrying out their responsibilities. As in recent workshops, this year's workshop included Safety System Oversight (SSO) personnel and Federal Technical Capability Program (FTCP) Agents who participated in the workshop and held separate meetings.

### II. Workshop Results

#### A. Workshop Attendees

Field and program office managers were requested to provide representatives to this workshop. A total of 119 DOE personnel attended, representing every major program and field office. Included were 50 Facility Representatives, representing 27% 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. 2006 Facility Representative of the Year Award

At the workshop, the 2006 Facility Representative of the Year Award was presented to Robert "Bob" C. Seal from the Idaho Operations Office. A total of 13 Facility Representatives were nominated for the award. Appendix C provides a summary of the achievements of the nominees and winner. This summary may be useful for other Facility Representatives to learn about the level of performance that merits this recognition.

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

Gerry Talbot, Jr., Manager of the Nevada Site Office, provided the welcoming address. This workshop was Mr. Talbot's first since his selection as the new Site Office Manager the beginning of 2007. Mr. Talbot provided a Site Office Manager's perspective on the oversight roles and responsibilities of the facility representatives.

Glenn Podonsky, Chief Health, Safety and Security Officer of the Office of Health, Safety and Security (HSS) provided the keynote address. He addressed safety oversight perspective and expectations. Mr. Podonsky discussed the new HSS organization and the challenges of providing effective policy and oversight between the field and DOE Headquarters. He stressed that Facility Representatives play a key role in operational safety and effectiveness, and encouraged partnering with HSS.

Deputy Secretary Clay Sell provided videotaped remarks in which he reiterated from last year his views on line accountability, risk acceptance and risk avoidance, and managing at the right level of detail. He emphasized personal engagement of Facility Representatives in the operations of their assigned facilities to support their line managers.

Frank Russo, Senior Environment, Safety and Health Advisor for the National Nuclear Security Administration (NNSA) provided a keynote address featuring NNSA programs and missions and the role of facility representatives. The workshop featured a question and answer session with a Senior Management Panel consisting of Tim Arcano, Deputy Chief of Nuclear Safety (CNS); Dae Chung, Deputy Assistant Secretary, Safety Management and Operations for Environmental Management; Dick Crowe, representing the office of the Chief of Defense Nuclear Safety (CDNS); Gerry Talbot, Manager of the Nevada Site Office; and Mark Whitaker, Departmental Representative to the DNFSB. The panel members discussed their perspective on federal oversight expectations with respect to Contractor Assurance.

Also featured on the agenda were Andrew Lawrence, Director, Office of Nuclear Safety and Environment, with the Office of Health, Safety and Security, who provided a summary of HSS activities that were relative to the facility representative program. There was a second panel discussion with Pat Worthington, HSS; Howard Wilchins, HSS; and Frank Russo, NNSA, on the implementation and expectations of 10 CFR 851, Worker Safety and Health Program. A third panel discussion with Tim Arcano and Dick Crowe was conducted with the participants to discuss CDNS and CNS perspective and expectations as it relates to draft DOE Order 410.1, *Baseline Nuclear Safety Requirements*, and the role of the facility representative.

Brian Harkins from the Office of River Protection, led a group exercise demonstrating techniques used towards Human Performance Improvement. George Mortensen and Robert Gossman from the Institute of Nuclear Power Operations conducted a group case study to utilize methodologies in risk acceptance decision-making. Additionally, Al Switzler from VitalSmarts provided a motivational presentation on Crucial Communications, Tools for Talking When Stakes are High.

Also highlighting the agenda were remarks from Joseph F. Bader, a member of the Defense Nuclear Facilities Safety Board. Mr. Bader provided remarks on facility representative membership on integrated project teams (IPTs) with respect to design and construction through a facility's life cycle. Mr. Bader noted that the Board is generally pleased with the DOE Facility Representative Program. However, staffing at NNSA sites to the levels that site offices have determined are needed requires improvement. Second, maintaining a facility representative pipeline and the need for management emphasis in the facility representative qualification process is a challenge.

The Facility Representative Lessons Learned/Good Practice presentations were again a central component of the workshop. This exchange was highly valuable and participants provided pertinent topics and valuable lessons learned. A total of 15 Facility Representatives provided presentations on operational, technical, and programmatic topics. The presentation by Rick Denning, a Facility Representative from the Idaho Office, was voted by

the workshop attendees as the “Most Outstanding Presentation”. His topic was: “Lessons Learned from Assessing Container Condition for Mixed Transuranic Waste: Is that Degraded Drum Good Enough for RCRA?” Honorable mention awards were given to Ron Higgins from Pacific Northwest Site Office, Dan Emch from Oak Ridge, and Bob Seal from the Idaho Site Office, for their presentations.

Each of the three days included group networking and general discussions that allowed for questions and answers and highly interactive discussion on management expectations and effective facility oversight. The workshop concluded with a tour of the MGM Grand Kà by Cirque du Soleil and the Hoover Dam on Thursday, May 17.

D. *Workshop Presentation Materials*

Workshop presentation materials, pictures, and video have been made available on the Facility Representative Web Site at <http://www.facrep.org>.

E. *Summary of Participants Surveys*

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



Al Switzler, VitalSmarts



George Mortensen and Robert Gossman, INPO



James Heffner, Incoming FacRep Manager

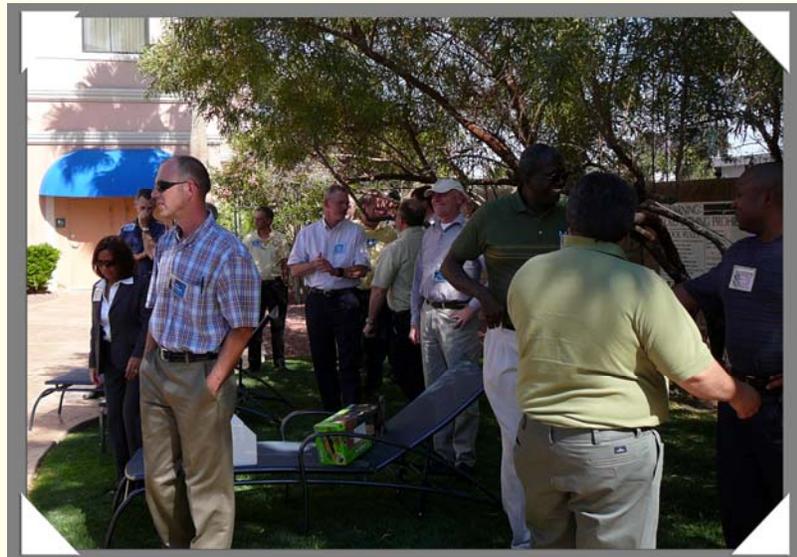


Brian Harkins, ORP



The Honorable Joseph F. Bader, DNFSB

**Group Exercise: Human Performance Improvement**





# **APPENDIX A**

## **Workshop Attendees**



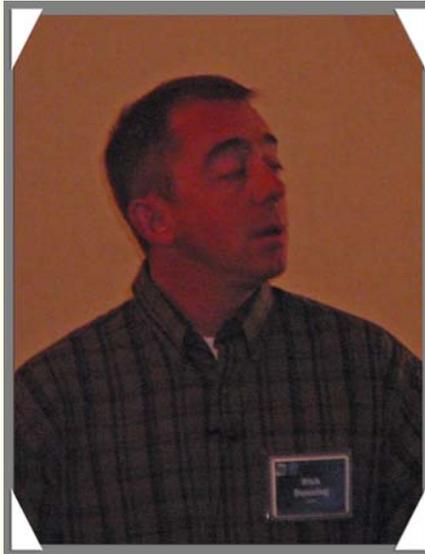
Janelle Armijo-Sanchez, SSO



Larry Hinson, SR



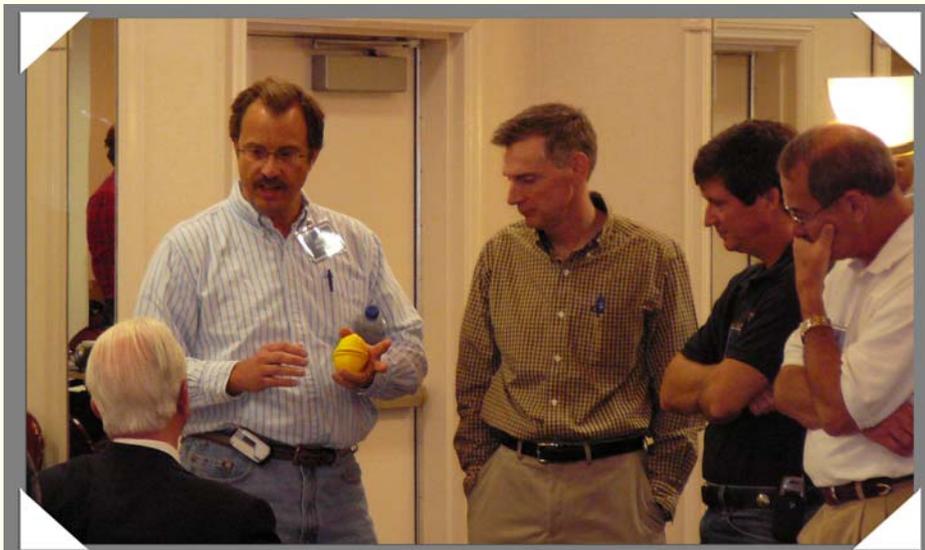
Dan Emch, OR



Rick Denning, ID



Carlos Alvarado, PXSO



### Percentage of Facility Representatives at the Workshop From Field/Site Offices

Field/Site Office	Total Number of FRs	Number of FRs at Workshop	Percentage of FRs Attending by Site
Nevada Site Office	8	8	100%
Brookhaven Site Office	6	3	50%
Carlsbad Field Office	2	1	50%
Pacific Northwest Site Office	2	1	50%
West Valley Demo Project	2	1	50%
Office of River Protection	14	5	36%
Idaho - EM, NE	21	7	33%
Pantex Site Office	10	3	30%
Richland	18	5	28%
Sandia Site Office	11	3	27%
Y-12 Site Office	11	3	27%
Los Alamos Site Office	9	2	22%
Livermore Site Office	9	2	22%
Oak Ridge - EM, NE, SC	21	3	14%
Savannah River Site - EM	25	3	12%
AMES	1	0	0%
Argonne Site Office	5	0	0%
FERMI	2	0	0%
New Brunswick Lab	1	0	0%
Portsmouth Paducah Project Office	4	0	0%
Princeton Site Office	1	0	0%
Savannah River Site - NNSA	2	0	0%
	<b>185</b>	<b>50</b>	<b>27%</b>



Joanne Lorence, HQ



Chris Sorensen, ORP



Idaho Winners: Dary Newbry (2005); Bob Seal (2006); Bob Knighten (2004)



Frank Russo, NNSA HQ



Rick Denning, ID



Mat Irwin, RL

## 2007 DOE Facility Representatives Workshop Summary

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## 2007 DOE Facility Representatives Workshop Summary

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# APPENDIX B

## Agenda



The Honorable Joseph F. Bader, DNFSB



Glenn Podonsky, HSS



Gerry Talbot, NSO Manager



Dae Chung, EM; Tim Arcano, CNS



Frank Russo, NNSA



Frank Russo, NNSA; David Compton, HSS; Joanne Lorence, HSS



Andy Lawrence, HSS

**Monday, May 14, 2007**

**Pre-registration**

5:00 PM to 7:00 PM

**DAY 1: TUESDAY, MAY 15, 2007**

6:30 AM      **Registration**

8:00 AM      **Opening Remarks**

*Joanne Lorence, Facility Representatives Program Manager*

8:15 AM      **Welcome from the Nevada Site Office**

*Gerald Talbot, Manager, Nevada Site Office*

8:30 AM      **Videotaped Remarks from the Deputy Secretary**

*The Honorable Clay Sell, Deputy Secretary of Energy*

8:45 AM      **Keynote Address — Safety Oversight Perspective and Expectations**

*Glenn Podonsky, Chief Health, Safety and Security Officer  
Office of Health, Safety and Security*

9:10 AM      **Facility Representative of the Year Presentation**

*Mark B. Whitaker, Jr.  
Departmental Representative to the Defense Nuclear Facilities Safety Board  
Office of Health, Safety and Security*

10:15 AM     **BREAK**

10:30 AM     **Senior Management Panel—Topic: Senior Management Perspective,  
Federal Oversight Expectations with respect to Contractor Assurance**

*Moderator: Joanne Lorence and Robert Robb  
Tim Arcano (CNS), Dae Chung (EM) , Dick Crowe (CDNS), Gerald Talbot (NSO),  
Mark B. Whitaker (HSS)*

11:30 AM     **HSS Activities Relative to the Facility Representative Program**

*Andrew Lawrence, Director, Office of Nuclear Safety and Environment,  
Office of Health, Safety and Security*

**CONTINUATION DAY 1: MAY 15, 2007**

- 12:00 NN     **LUNCH**
- 1:30 PM     **Panel Discussions — 10 CFR 851 Implementation and Expectations**  
*Moderator: James Heffner*  
*Pat Worthington, HSS; Howard Wilchins, HSS; Frank Russo, NNSA*
- 2:30 PM     **BREAK**
- 2:45 PM     **Group Exercise, Human Performance Improvement**  
*Brian Harkins, 2001 DOE Facility Representative of the Year,*  
*Office of River Protection*
- 5:00 PM     **Group Networking**

**DAY 2: WEDNESDAY, MAY 16, 2007**

- 7:50 AM     **Introduction**  
*Joanne Lorence*
- 8:00 AM     **Keynote Address**  
*Frank Russo, Senior ES&H Advisor*  
*National Nuclear Security Administration*
- 8:30 AM     **CDNS/CNS Perspective and Expectations Panel Discussion**  
*Topic: Draft DOE Order 410.1, Baseline Nuclear Safety Requirements*  
*Moderator: Joanne Lorence and Robert Robb*  
*Dick Crowe, representing Chief Defense Nuclear Safety (CDNS); Tim Arcano, Deputy Chief Nuclear Safety (CNS)*
- 9:15 AM     **BREAK**
- 9:30 AM     **Facility Representatives Sharing of Good Practices and Lessons Learned (3)**
- ◆ *Lessons Learned from Multi-Wire Branch Circuit Hazards*  
*Roger Gordon, RL*
  - ◆ *Lessons Learned from Communications*  
*Ron Higgins, PNSO*
  - ◆ *Lessons Learned from Wild Land Fires: A Complex Perspective*  
*Mike Childers, NSO*
- 10:30 AM    **BREAK**
- 10:45 AM    **Facility Representative Group Case Study**  
*Moderator: David Compton*  
*George Mortensen and Robert Gossman, INPO*
- 12:45 PM    **LUNCH**

**CONTINUATION DAY 2: MAY 16, 2007**

1:45 PM      **Facility Representatives Sharing of Good Practices and Lessons Learned (3)**

- ◆ Lessons Learned from Site Area Emergency at Defense Waste Processing Facility  
*Larry Hinson, SR*
- ◆ Lessons Learned from Type B Ladder Accident Investigation  
*Keith Warwick, LSO*
- ◆ Lessons Learned from Fork Truck Safety  
*Bill Hunt, OH*

2:45 PM      **BREAK**

3:00 PM      **Crucial Conversation**  
*Mr. Al Switzler, VitalSmarts*

5:15 PM      **Group Networking**

**DAY 3: THURSDAY, MAY 17, 2007**

- 7:30 AM      **Introduction**  
*James Heffner*
- 7:45 AM      **Perspective from the Defense Nuclear Facilities Safety Board**  
*Topic: Facility Representative Membership on Integrated Project Teams*  
*The Honorable Joseph F. Bader, DNFSB Member*  
*Moderator: James Heffner*
- 8:15 AM      **BREAK**
- 8:30 AM      **Facility Representatives Sharing of Good Practices and Lessons Learned (5)**
- ◆ Lessons Learned from Assessing Container Condition for Mixed Transuranic Waste: Is that Degraded Drum Good Enough for RCRA?  
*Rick Denning, ID*
  - ◆ Lessons Learned from Change in Field Conditions for Work in Progress require re-evaluation of the Job Hazard Analysis  
*Chris Sorensen, ORP*
  - ◆ Lessons Learned from Human Performance Improvement Implementation from an FR Perspective  
*Mat Irwin, RL*
  - ◆ Lessons Learned from Arc Flash During High Voltage Switching  
*Carlos Alvarado, PXS0*
  - ◆ Lessons Learned from FR Oversight Changes Due to Type B Investigation at K-25  
*Dan Emch, ORO*
- 10:15 AM     **BREAK**
- 10:30 AM     **Facility Representatives Sharing of Good Practices and Lessons Learned (4)**
- ◆ Lessons Learned from Nanotechnology: Science, Safety & Guidance  
*Janelle Armijo-Sanchez, SSO*
  - ◆ Lessons Learned from HEUMF Construction Project  
*Jerry Lipsky, YSO*
  - ◆ Lessons Learned from Electrical Safety Issues at a New Assignment  
*Jack George, BHSO*
  - ◆ Lessons Learned from Applying Attributes of the NRC Resident Program to Strengthen DOE FR Program  
*Bob Seal, ID*

**CONTINUATION DAY 3: MAY 17, 2007**

12:00 PM     **Program Summary**  
*Joanne Lorence*

12:15 PM     **LUNCH**

1:30 PM     **Tour**  
**Hoover Dam** — 40 people max  
*Group Leaders: James Heffner and Teresa Miller*  
**MGM Hotel Safety** — 20 people max  
*Group Leader: Brian Harkins*

# **APPENDIX C**

## **Nominees for the 2006 Facility Representative of the Year Award**



L-R: Joanne Lorence, Glenn Podonsky, Bob Seal, Mark Whitaker

## PETER WASHBURN

### ARGONNE SITE OFFICE



#### **Background:**

Peter is a senior facility representative assigned to oversee both complex nuclear and accelerator facilities, D&D, as well as serving as a nuclear, accelerator safety and aviation safety subject matter expert at the Argonne National Laboratory (ANL).

#### **Achievements:**

- ◆ Peter coordinated the review of several nuclear safety basis documents, including Justification for Continued Operations for several ANL nuclear facilities having deficient Safety Analysis Reports, Interim Operations Letters for 3 newly discovered nuclear facilities and several work packages designed to reduce risk at nuclear facilities with operational restrictions on normal operations. Peter identified deficiencies, communicated feedback and suggested solutions to satisfy safety basis regulatory requirements and programmatic needs to move nuclear materials and equipment out of the nuclear facility boundary.
- ◆ Peter participated on ANL's Physics Division Safety Committee reviewing the Building 208 Surface Prep Lab, ATLAS Area II Superconducting solenoid and the CARIBU project. His oversight activities at Bldg. 208, which is a new laboratory, were substantial considering the magnitude of hazards present. Those activities included periodic walkthroughs and interaction with experiment personnel, participation in safety reviews and issue resolution regarding operator aids and alarms. The hazards included potentially lethal exposure to strong acids (a buffered chemical polish consisting of HF, nitric and phosphoric acid), strong magnetic fields, cryogenics, radiation and asphyxiation.
- ◆ Peter's direct approach coupled with concise, value added, written feedback has been instrumental in the development and continuing improvement of the entire Argonne Site Office facility representative program.



**ROBERT C. SEAL**  
IDAHO OPERATIONS OFFICE



**Background:**

Bob is a senior Facility Representative assigned to the Materials and Fuels Complex at the Idaho National Lab.

**Achievements Include:**

- ◆ Bob chaired a Type B Accident Investigation for an individual who received a severe hand injury from a table saw. The investigation identified significant contributing causal factors not previously known or identified by the contractor. In addition, Bob made presentations to DOE and Contractor audiences to report the results of the investigation. He also contributed to the DOE Lessons Learned system by authoring a Lessons Learned report for the event and investigation.
- ◆ Bob conducted a three-week detail with NRC Resident Inspectors to observe and learn oversight techniques that could improve the Idaho Office FR Program. This detail included time at the Monticello and Prairie Island commercial nuclear plants and the NRC Region III offices. Following the detail, Bob was instrumental in establishing a more streamlined approach to oversight of safety significant systems as well as degraded and non-conforming conditions at DOE facilities.
- ◆ Bob was chosen to participate on the EM Operational Readiness Review for the startup of Remote-Handled TRU Waste Operations at the Waste Isolation Pilot Plant (WIPP). Bob served as the team's Senior Technical Advisor in addition to reviewing specific criteria. He was personally invited to return to help resolve pre-start issues and evaluate equipment reliability demonstrations.
- ◆ Bob's persistence to address and correct significant industrial safety hazards at his assigned facilities was instrumental in ensuring the contractor established effective corrective actions. His direct involvement resulted in more thorough contractor reviews and implementation of additional corrective actions to help prevent accident recurrence.

## CARY P. BRONSON LOS ALAMOS SITE OFFICE



### **Background:**

Cary is a Facility Representative at the Los Alamos National Laboratory with assignments at the TA-18 Critical Experiments Facility and TA-55 Plutonium Facility.

### **Achievements Include:**

- ◆ Cary provided oversight of the LANL Laboratory Readiness Assessment for the TA-55 Hazard Category II Safe & Secure Transport Facility startup of operations for Trailers 2, 3, and 4. Although the LRA was conducted satisfactorily in the field, several findings identified by both Cary and the assessment team on procedures and qualification requirements were absent from the initial report. Cary noted the concerns to the LANL and LASO readiness review managers and ensured the issues would be addressed by submitting findings into the issues management system. His oversight provided assurance that a high level of nuclear safety was maintained during an unprecedented major change in contractor operations and site office oversight processes. Furthermore, he has contributed to continuous improvement of worker safety and Defense in Depth programs.
- ◆ Cary investigated beryllium contamination and exposure issues at the TA-18 Critical Experiments Facility, resulting in institutional LANL beryllium safety program improvements. A Be Contamination Area was established when swipe sample results exceeded threshold, thus raising concerns about sensitization and Be disease. Cary's analysis and proactive approach facilitated contractor corrective actions to improve the identification and implementation of Be hazard controls throughout LANL.
- ◆ Cary performed an FR program self-assessment to prepare for the biennial CDNS review in which he identified opportunities of improvement in day-to-day oversight, issues management, training and qualification, and approved procedures.



## STEVE SMITH

### LIVERMORE SITE OFFICE

#### **Background:**

Steve is the senior Facility Representative at Building 332 at the Lawrence Livermore National Laboratory. B332 is a Hazard Category 2 nuclear facility with the mission of performing physical, metallurgical and chemical Plutonium research.

#### **Achievements Include:**

- ◆ Steve was instrumental in ensuring the contractor successfully declared readiness to support an independent Readiness Assessment for resumption of operations at B332. His substantial efforts included TSR corrective action verification, increased oversight to ensure operational improvement implementation and observations of surveillance requirements to evaluate safety systems operability.
- ◆ Steve identified an expired procedure used for a Safety Significant SSC that led to an investigation of the electronic tracking system designed to track and inform responsible personnel of procedures near their expiration date. Steve identified six additional procedures that had expired and four procedures that were about to expire within the next month. Steve challenged the adequacy of the contractor's tracking system and brought the results of his investigation to the contractor's attention, which led to the contractor taking actions to correct the deficiency.
- ◆ Steve identified that a Specific Administrative Control for a Safety Significant SSC had been deleted from the TSR document during a Conduct of Operations assessment. The control was to prevent hydrogen gas buildup in a glovebox to prevent an explosive environment. His attention to detail prevented the contractor from operating without a key safety control.
- ◆ During a review of results from prior inspections of a Safety Class SSC to meet a SAC, Steve's technical inquisitiveness led to the identification of components that were not being inspected. Using persuasive techniques Steve convinced the contractor that the components in question should be included in the inspection process.

## DENNIS ARMSTRONG

NEVADA SITE OFFICE



### **Background:**

Dennis is the Facility Representative for several balance-of-plant facilities including Nevada Test Site utilities & infrastructure, the North Las Vegas Complex and special mission facilities associated with the Nevada Site Office.

### **Achievements Include:**

- ◆ Dennis assisted in analyzing failure events and assisted in determining corrective actions from the root cause analysis for a Type B Accident Investigation of two separate Wackenhut Security unintentional discharges of officer firearms at the NTS. Dennis also provided onsite safety oversight for the high profile Environmental Management cleanup project - Project Shoal. Additionally, Dennis led a Conduct of Operations assessment encompassing eight contractors under the purview of NNSA/NSO. The assessment resulted in identification of discrepancies with contractual relationships where DOE Orders have been inadvertently deleted or never existed as required.
- ◆ Dennis identified and recommended the process for reducing the inventory of hazardous materials at the Remote Sensing Laboratory (RSL) located at Nellis Air Force Base. During a walkthrough, Dennis found a significant amount of hazardous chemicals in the facility that was no longer required. With his guidance, RSL was able to determine a path forward for ultimate disposal and storage reduction. Dennis also oversaw the coordination of activities with the contractor, the State of Nevada and various other agencies. The move was successful and was conducted without safety violations or incidents. Dennis also provided oversight and technical expertise for high-value experiments.
- ◆ Since the arrival of four Future Leaders Program interns, Dennis has directly influenced their understanding of NTS site operations through detailed walkthroughs and mentoring on technical issues and system understanding.
- ◆ Dennis continues to display a strong ability to analyze a situation or problem, determine the root cause, and provide potential management solutions in a timely manner while avoiding significant downtime in mission critical facilities.



## RICK FARR OAK RIDGE OFFICE

### **Background:**

Rick is a Facility Representative at the TRU Waste Treatment Project located at the Oak Ridge National Laboratory. TRU WTP processes waste to meet final off-site disposal goals set in the ORNL Site Treatment Plan.

### **Achievements Include:**

- ◆ Rick has followed the TRU Waste Project, starting with its initial construction phase and testing, and continues to follow this project through its remaining scheduled phases of operation of Contact Handling Solid Waste Operations; Remote Handling; Sludge Treatment; and Decontamination & Dismantlement.
- ◆ Rick has successfully navigated through two Operational Readiness Reviews and completed two levels of qualification and training.
- ◆ Rick also serves as the Chairman to the ORO FR Working Group and he has been instrumental in revising the ORO FR Program Manual, turning it into an ORO-wide directive in line with the requirements of DOE-STD-1063-2006.
- ◆ Rick continuously walks his spaces and interacts with all levels of facility personnel to get multiple perspectives of project status. Rick's attention to detail, ability to communicate with all levels of facility personnel to understand multiple perspectives and exemplary work ethic have garnered the respect of DOE management and contractors while providing a constant oversight presence to the project. He has reviewed and provided comments on multiple scheduled revisions to the Documented Safety Analysis as well as unscheduled reviews. He has also supported two revisions to the state permit with another currently in progress.

## CHRIS SORENSEN

### OFFICE OF RIVER PROTECTION



#### **Background:**

Chris is a Facility Representative with the Tank Farms Operations Division at the Office of River Protection. Their mission is to retrieve, treat and close the tank farms to protect the Columbia River. Chris is responsible for field oversight of the Double-Shell Tank operations focusing on construction activities.

#### **Accomplishments:**

- ◆ Chris played a critical role in an Implementation Validation Review of Technical Safety Requirements at the Hanford Tank Farms. His knowledge of the facility and its safety basis was considered to be invaluable during the assessment. He assisted in development of the review plan, provided logistical coordination for the offsite team members, conducted a thorough review of safety basis implementation and provided quality input for the final report. Chris was highly praised for his efforts on the assessment team by both the assessment team lead and ORP management. The results of this assessment were thorough and insightful, resulting in corrective actions that produced an overall improvement in safety basis implementation.
- ◆ Chris demonstrated a consistent, unwavering commitment to worker safety. In January 2006, he became involved in observing the work planning for, and conduct of, a long term nitrogen purge of a buried waste transfer line encasement. The work was being conducted outside during the winter so the work plan included a three-sided tent, through which the nitrogen purge piping traversed, to provide some level of worker comfort. However, workers had closed-off the fourth side of the tent creating a potential nitrogen asphyxiation hazard. A worker was present inside the enclosure while nitrogen was being actively transferred through the piping inside when Chris discovered the situation, assessed the safety implication and took action to have it corrected.



## EARL F. BURKHOLDER PANTEX SITE OFFICE

### **Background:**

Earl is a Senior Facility Representative and FR Team Lead at the Pantex Plant assigned oversight responsibility for a Hazard Category 2 nuclear facility that consists of numerous nuclear explosive assembly and disassembly bays as well as the Plant's metrology facilities. Earl has also completed Nuclear Explosive Weapons Specific Hazard qualification for the W-78 program.

### **Achievements Include:**

- ◆ Earl was a member of the NNSA Readiness Assessment Team for the B-61 Seamless Safety Weapon Program Startup. He served as the Deputy Team Leader and was the team member responsible for reviewing Conduct of Operations and implementation of the Documented Safety Analysis. In addition to this review, Earl participated as a team member in five other readiness activities during 2006. His operational experience and insights contributed to the success of those reviews.
- ◆ As part of facility rounds Earl discovered several Technical Safety Requirement (TSR) violations in his assigned facilities that had not been recognized by the contractor. Earl discovered an Uninterruptible Power Supply (UPS) failure in Building 12-84 a key nuclear facility in which the backup was out of service for maintenance at the time of the primary UPS failure. As a result of his diligence, the contractor has subsequently reanalyzed requirements and taken corrective actions.
- ◆ Earl discovered during routine activities several hoist parking violations in Building 12-84. The hoist position in the facility is an administrative TSR control when not in use to assure the hoist does not block fire detection/suppression coverage in the facility. As a result of Earl's diligence the contractor reanalyzed the violation and changed all associated postings concerning crane parking.

**JOSEPH M. SONDAG**  
**RICHLAND OPERATIONS OFFICE**



**Background:**

Joe is the Facility Representative for the Plutonium Finishing Plant (PFP) Closure Project. The PFP Closure Project scope covers deactivation, decontamination, decommissioning and demolition of Hanford's PFP facility.

**Achievements Include:**

- ◆ Joe provided comprehensive oversight of high risk activities in the PFP project, with much of the activity occurring during backshift and weekends. He also helped identify and address weaknesses in Conduct of Operations, Criticality Safety and Work Planning at PFP. His oversight included Corrective Action verification and validation to improve contractor performance in those areas. Joe worked with the Richland (RL) SME to develop performance metrics to assess contractor performance in Criticality Safety.
- ◆ Joe demonstrated outstanding willingness and ability to apply his technical expertise at other RL facilities, including the Spent Nuclear Fuels Closure Project and the Fast Flux Test Facility. His dedication helped fill critical oversight needs without neglecting his PFP assignment. He also takes on intra-office assignments to help prepare qualification cards, mentor new FRs and assist with the FR oral examination process.
- ◆ Joe was a key participant in the RL Line Management Review to determine Hose-in-Hose Transfer System readiness. Joe assessed the contractor's readiness in Occupational Health & Safety as well as Radiological Controls.
- ◆ Joe supported the Source Evaluation Board (SEB) with a procurement action at the West Valley Demonstration Project. The SEB Chairman specifically requested Joe's help in reviewing technical bid proposal details.



## JOSE F. BLANCO SAVANNAH RIVER SITE

### **Background:**

Jose is the Facility Representative currently assigned to the H-Tank Farm (HTF) and Effluent Treatment Project facilities at the Savannah River Site.

### **Achievements Include:**

- ◆ Jose has voluntarily maintained qualification for the Defense Waste Processing Facility (DWPF) since his assignment to HTF, which provides additional flexibility to the SRS Waste Disposition Operations Division.
- ◆ Jose notified the contractor of an error made in preparations to conduct a scheduled high level waste transfer. Specifically, his thorough review of processes, engineering analysis, procedures, and facility status identified an error that would have violated Technical Safety Requirements (TSR) of the Sludge Carryover Minimization Administrative Control Program. The transfer was suspended until conditions were rectified and previous transfers were reviewed for impact. Jose has effected change in several other inadequately implemented HTF control programs.
- ◆ Jose is also a member of the Integrated Project Team for the Modular Caustic Side Solvent Extraction Unit (MCU) Project. He has identified numerous significant issues impacting the MCU Project and has worked closely with the contractor to resolve them, minimizing the potential for delays to this critical project. Jose reviewed the contractor's strategy for conducting MCU flushing activities and identified a lack of formal control. The facility immediately developed a sound strategy that was used to develop all startup flushing procedures prior to initiating MCU flushing activities. Additionally, Jose's review of the approved MCU Consolidated Hazard Analysis Process identified an error of omission by not evaluating the impact of Tank Farm waste transfer requirements on future MCU facility operations. This error had a potential to impact MCU startup. The contractor revised the Tank Farm authorization basis to include a section for MCU waste transfers. A DOE Safety Evaluation Report was issued to support approval of this DSA change.
- ◆ Jose performed a design review of a change work package associated with MCU Facility tie-in to the Tank Farm waste transfer lines and identified an absence of controls to address a potential flammability condition. The contractor corrected the issue, revised the tie-in work package to include controls and appropriate actions for this potential hazard.

## N. CARROLL MCFALL

### SAVANNAH RIVER SITE OPERATIONS



#### **Background:**

Carroll is the Senior Facility Representative (FR) for Tritium Facilities at the Savannah River Site (SRS). He has previously served as an FR in the SRS Tank Farms and Separations facilities and spent two years as the Technical Assistant to the Savannah River Operations Office Site Manager.

#### **Achievements Include:**

- ◆ Carroll provided vital support to Tritium Extraction Facility (TEF) startup efforts. His rapid 8 month FR qualification ensured sufficient staffing to achieve operational readiness without delay. He worked a shift rotation to support activities including startup testing, completion of the contractor's Management Self-Assessment (MSA) and Operational Readiness Review (ORR), completion of the DOE/NNSA ORR, and initial radioactive operations. Prior to the NNSA ORR, he validated the adequacy of operator knowledge and procedures, which the NNSA ORR team cited as Noteworthy.
- ◆ Carroll was an integral part as a participant of an internal Tiger Team that reviewed SRSO oversight programs and performed a gap analysis against DOE Order 226.1: *Implementation of DOE Oversight Policy*. Oversight program changes made in response to the gap analysis enabled SRSO to comply with DOE O 226.1 prior to the September 2006 deadline.
- ◆ Carroll implemented changes to the Automated Time, Attendance & Production System (ATAAPS) reporting tool to resolve a finding regarding time documentation for the quarterly FR Performance Indicator Report. He also participated on an Independent Project Review, assessing operations at the Y-12 Uranium Processing Facility. Carroll has also drafted and obtained approval of several SRSO procedures including Resolution of Differing Professional Opinions and the SRSO Facility Representative Program.



## WILLIAM WECHSLER SANDIA SITE OFFICE

### **Background:**

Bill is the Facility Representative at Sandia National Labs' (SNL) Neutron Generator Facility (NGF) as well as the Radioactive Material & Waste Management Facility (RMWMF). NGF manufactures and tests neutron generators for numerous weapons systems. RMWMF packages and ships hazardous or radiological waste from SNL.

### **Achievements Include:**

- ◆ Bill actively orchestrated periodic reviews and analyses of occurrence reporting data. He meets regularly with SNL management to ensure effective trend analysis of occurrence information, including four SC-R recurring occurrences identified within the past year. These data have been beneficial by providing critical input into the Annual Contract Performance Evaluation Process, which in turn has driven significant improvements in Sandia's occurrence reporting process.
- ◆ Bill has also worked effectively with Sandia to ensure proper environmental management execution in waste repackaging and shipment. This work directly supported NNSA's Complex 2030 goal to de-inventory SNL of its Category I & II Special Nuclear Material (SNM).
- ◆ Bill has influenced internal workings of the Sandia Site Office (SSO) in addition to his beneficial impact on SNL safety and operations. He is the Team Leader for the SSO Effective Leadership Focus Group, which was formed as a response to the NNSA Employer of Choice survey. Furthermore, he conducted a thorough review of maintenance and operations in preparation of a Chief of Defense Nuclear Safety (CDNS) review as part of the SSO Self-Assessment Team.
- ◆ Bill orchestrated the biennial SSO Facility Representative Program Self-Assessment to include assistance from the Office of the Departmental Representative to the DNFSB. Bill was integral in problem identification and causes and developing meaningful corrective actions.

## MICHAEL MILLER

### Y-12 SITE OFFICE



#### **Background:**

Michael is a Facility Representative for the Assembly/Quality Evaluation Production Organization at the Beta 2E Facility. This organization provides component assembly and disassembly services as well as a stockpile evaluation and maintenance function lifecycle conditions of the stockpile.

#### **Achievements Include:**

- ◆ Michael maintains FR qualification at three Hazard Category 2 Nuclear Facilities at Y-12. These facilities are large, highly diverse and significantly complex, representing the most technically challenging and hazardous facilities at Y-12. There are numerous nuclear and chemically hazardous operations involving various forms of materials including liquid, gaseous, oxides and metal forms.
- ◆ Michael provided significant contributions to the Quality Evaluation Glovebox at Beta 2E relocation, refurbishment and restart project. His leadership, oversight and mentoring in project readiness, Safety Basis implementation and the contractor's Implementation Verification Review were essential to a safe and timely restart. His facility representative role with the contractor was essential in restarting this newly relocated key quality assurance process in his facility.
- ◆ During a planned outage at an adjacent facility that was affecting Criticality Accident Alarm System (CAAS) coverage, Michael identified a Technical Safety Requirement (TSR) inadequacy with his facility's CAAS. He recognized that several Y-12 facilities had overlapping CAAS evacuation zones, resulting in a positive Unreviewed Safety Question (USQ) in the Beta 2E safety basis. Michael's site-wide work with the contractor alerted management at an adjacent Haz Cat 2 Nuclear Facility. The shared information was evaluated, identifying a Potentially Inadequate Safety Analysis (PISA) at that facility as well.



**Facility Representatives of Year Past & Present**

L-R: Bob Seal, ID (2006); Dary Newbry, ID (2005); Robert Knighten, ID (2004); Jeff Cravens, Y-12 (2004); Joanne Lorence, LASO (2003); Jerry Lipsky, LASO (2002); Brian Harkins, ORP (2001)

# **APPENDIX D**

## **Workshop Survey Results**



## Facility Representatives Workshop Survey

Total Responses	51
Facility Representative Responses	39
Non-Facility Representative Responses	12

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

I am a Facility Representative	39
I have programmatic responsibilities for FRs	7
I am a Speaker/Panel Member	0
Other	5

### Survey Question Two: Generally, how informative and interesting were the workshop sessions? (5 is extremely informative, 0 is not informative )

<b><u>Day One Topics</u></b>	<i><u>Number of Responses</u></i>	<i><u>Average Score</u></i>
Keynote Address - HSS	51	3.6
Senior Management Panel	51	3.5
HSS Activities Relative to FR Program	49	3.2
10 CFR 851 Panel	48	3.4
Human Performance Improvement Exercise	49	4.1

### **Day Two Topics**

Keynote Address – NNSA	47	3.6
CDNS/CNS Perspective and Expectations Panel	46	3.2
INPO Group Case Study	42	4.0
Crucial Conversations	46	4.3

<u>Day Three Topics</u>	<u>Number of Responses</u>	<u>Average Score</u>
DNFSB Perspective: FRs on IPTs	48	4.0
Facility Representative Program Summary	17	3.7
Overall assessment of FR Good Practices & Lessons Learned	48	4.3
Overall assessment of FR Workshop	48	4.2

**Survey Question Three: What is the most significant obstacle limiting your effectiveness as a FacRep?**  
(5 is extremely informative, 0 is not informative )

Too many administrative duties	8
Too many collateral duties	7
Poor/no technical support by SMEs	6
No significant obstacles	6
Too much work, not enough FRs	5
Can't get needed training	3
Lack of management support	3
Unclear expectations	2
Inadequate management interaction	0

Number of Responses

Other:

Not enough opportunities for personal development	2
Too many reports	2
FRs not treated equally across all DOE sites	1
Management discourages weekend/backshift coverage	1

**Survey Question Four: Rank your preferences for next year's workshop. Rank 1 – most preferred, 6 – least preferred.**

<u>Location</u>	<u>Average Score</u>
Las Vegas, NV	2.5 (most preferred)
San Francisco, CA	3.1
Denver, CO	3.4
Chicago, IL	3.9
Washington, DC	4.0
Albuquerque, NM	4.3
Knoxville, TN	5.0 (least preferred)



# **APPENDIX E**

## **Reference Materials**



## Facility Representative Program Sponsors

OFFICE	NAME	PHONE	EMAIL
ASO	Neeson, Paul	630-252-9812	eric.turnquest@ch.doe.gov
CBFO	Piper, Lloyd	630-252-2250	creig.zook@ch.doe.gov
ID	Stallman, Robert	208-526-1995	stallmrm@id.doe.gov
LSO	Lasell, Steve	925-423-3778	steve.lasell@oak.doe.gov
LASO	MacDougall, Al	630-252-2065	amacdougall@doeal.gov
NSO	Lawrence, Steve	702-295-3424	lawrence@nv.doe.gov
OR	Kelly, Larry	865-576-0891	kellylc@oro.doe.gov
RL	Weis, Mike	509-376-6880	Michael_J_Weis@rl.gov
ORP	Brown, Mark	509-373-9150	Mark_C_Brown@orp.doe.gov
PNSO	Christensen, Roger	509-372-4900	roger.christensen@pnso.science.doe.gov
PPPO	Kozlowski, David	859-219-4009	david.kozlowski@lex.doe.gov
PXSO	Demerson, Elisha	806-477-3144	edemerson@pantex.doe.gov
SR	Everatt, Carl	803-208-6084	carl.everatt@srs.gov
SRSO	Hall, Kevin	803-208-2694	Kevin02.hall@srs.gov
SSO	Todd, Jim	505- 284-6668	JTodd@doeal.gov
WVDP	Bower, Bryan	716-942-4368	BRYAN.C.BOWER@WV.DOE.GOV
YSO	Hoag, Dan	865-576-0511	hoagdk@yso.doe.gov

## Facility Representative HQ Steering Committee Members

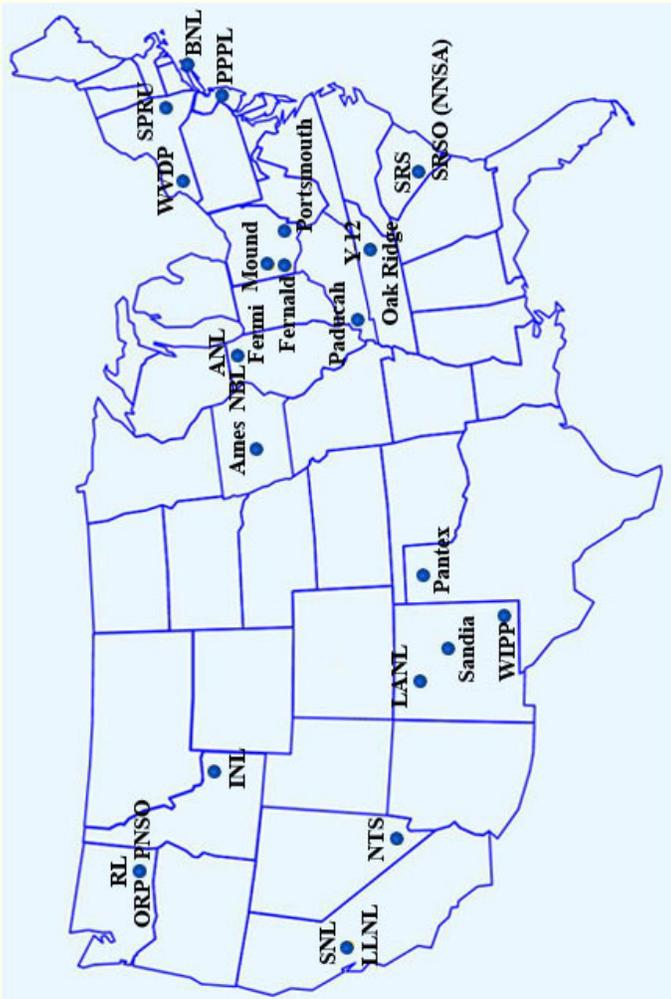
OFFICE	NAME	PHONE	EMAIL
EM	Craig, Scott	301-903-2192	craig.scott@em.doe.gov
EM	Goldsmith, Bob	301-903-4954	robert.goldsmith@em.doe.gov
NA	Blackwood, Ed	202-586-0289	ed.blackwood@nnsa.doe.gov
NA	Sykes, Carl	301-903-7399	carl.sykes@nnsa.doe.gov
NE	Hutmaker, Matthew	301-903-3921	matthew.hutmaker@nuclear.energy.gov
FE	Izquierdo, Casimiro	202-586-9353	casimiro.izquierdo@hq.doe.gov
SC	Parks, Barry	301-903-9649	barry.parks@science.doe.gov

## Facility Representative Steering Committee

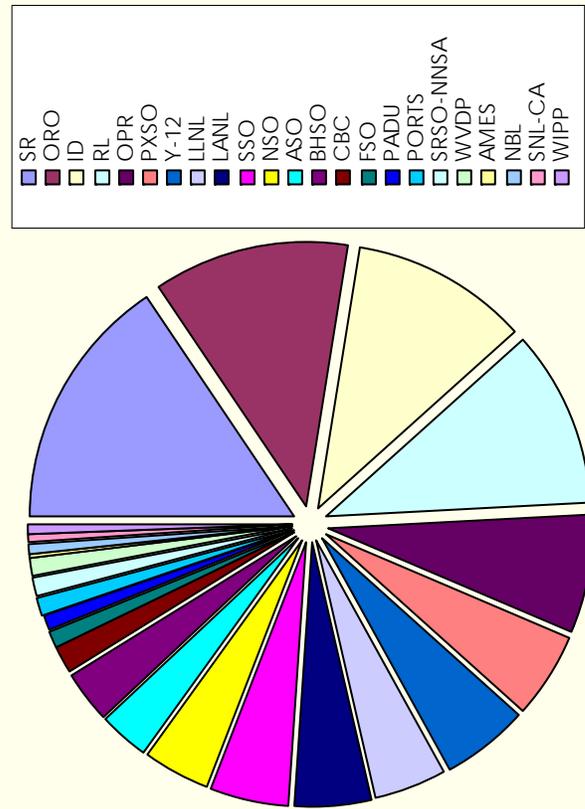
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YSO	Wellbaum, Steven	865-574-3963	wellbaumse@yso.doe.gov

As of March 31, 2007:

Savannah River Operations Office	SR	30
Oak Ridge Office	ORO	23
Idaho Operations Office	ID	21
Richland Operations Office	RL	21
Office of River Protection	ORP	14
Pantex Site Office	PXSO	10
Y-12 Site Office	Y-12	10
Lawrence Livermore National Laboratory	LLNL	9
Los Alamos National Laboratories	LANL	9
Sandia Site Office	SSO	9
Nevada Site Office	NSO	8
Argonne Site Office	ASO	6
Brookhaven Site Office	BHNSO	6
Consolidated Business Center	CBC	3
Fermi Site Office	FSO	2
Paducah Site	PADU	2
Portsmouth Site	PORTS	2
Savannah River Site Office (NNSA)	SRSO-NNSA	2
West Valley Demonstration Project	WVDP	2
Ames site Office	AMES	1
New Brunswick Laboratory	NBL	1
Sandia National Laboratories - California	SNL-CA	1
Waste Isolation Pilot Plant	WIPP	1
<b>Total</b>		<b>193</b>



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U.S. DEPARTMENT OF ENERGY

OFFICE OF HEALTH, SAFETY AND SECURITY
DEPARTMENTAL REPRESENTATIVE TO THE DNFSB

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**Quick Reference**

- Departmental Representative to the DNFSB
- Federal Technical Capability Panel (FTCP)
- DOE Integrated Safety Management
- DOE Directives, Regulations, and Standards
- DOE Phone Book



## Facility Representative Program

Safety • Operations • Excellence



**Workshop**

**The 2007 Facility Representative Workshop**  
**May 15 - 17, 2006**  
**Las Vegas, NV**

• [Click here to view Presentations, Pictures and Video](#)



DOE's 2006 Facility Representative of the year, Mr. Bob Seal, from the Idaho Site Office, is congratulated by Mr. Glenn Podonsky (Chief Health, Safety and Security Officer), Mr. Mark Whitaker (DOE Departmental Representative), and Ms. Joanne Lorence (DOE Facility Representative Program Manager).  
*[Picture from left: Lorence, Podonsky, Seal, Whitaker]*

**Annual Workshop: 2006 2005 2004 2003 2002 2001 2000**

**Program News**

- Congratulations to Jack George for completing his FR re-qualifications at Brookhaven on June 12th! Jack's responsibilities include the High Flux Beam Reactor and the Brookhaven Graphite Research Reactor.
- Congratulations to Ron Frink for completing qualification as an ORP Tank Farms Facility Representative on May 22, 2007! Ron's responsibilities will encompass tank waste closure operations and C Tank Farm retrieval activities for the Office of River Protection.
- Congratulations to Robert C. Seal, the 2006 Facility Representative of the Year Award Winner!
- Facility Representative Program Performance Indicators for January - March 2007.
- Updated DOE-STD-1063-2006, *Facility Representatives*, now published.
- For more DOE news, see News Digest of Departmental Rep to the DNFSB web site

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For questions and comments contact **James Heffner** at (202) 586-3887.

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