

**12 December 2001**

**Report of the FTCP Meeting of 5 December 2001**

**Opening Remarks and Introductions:**

Mr. R. Schepens and Mr. R. Poe opened the 5 December 2001 meeting at 9 a.m. All Sites and activities were represented except Carlsbad, Idaho, and Rocky Flats. The morning included remarks and presentations, and after completing the presentations, the afternoon working sessions included development for the FTCP FY 2002 Annual Plan.

**Morning Session**

**Overview of the FY 2002 FTCP by Mr. Schepens, FTCP Chairman:**

Mr. Schepens presented an overview of his goals for the FTCP to improve the Federal Technical Capabilities through near-term actions, long-term actions, and continuing actions. Near-term actions included completing qualifications of Subject Matter Experts (SMEs) and others in the Technical Qualification Program (TQP), getting SMEs into the field in support of operations, and closing “gaps” in SME staffing. Long-term action included standardizing the expectations for SMEs, and their Roles and Responsibilities (R&Rs). Continuing actions included building and maintaining a technically competent workforce while improving the cost-effectiveness of DOE activities in support of safe operations.

**DNFSB Remarks by Mr. Joseph J. DiNunno and Dr. John E. Mansfield:**

Mr. DiNunno opened these remarks by discussing his concerns and recommendations, starting with DNFSB 93-3. He strongly encouraged the FTCP to continue their efforts under their new leadership to improve the DOE Technical Capabilities to meet accurately defined R&Rs, apply lessons learned, and address the challenges and needs in this area.

Dr. Mansfield recognized improvements in the strength of the Facility Representative (FR) Program, the establishment of qualification standards, the annual reviews of the workforce, and in the restart of the DOE Intern Program. However, he stated that there are improvements to be made, such as those actions that will be done in the response to DNFSB Commitments #17 – 18 – 19. He also cited the need for improvements to get more field agent participation and support for qualification programs, to work on the challenges of Site closures, and to consider the ratio of technical and administrative personnel.

Mr. DiNunno completed these remarks by summarizing their comments and the challenges for the FTCP and the DOE Human Resources (HR) in addressing the needs to continue to improve the DOE Technical Capabilities.

**NNSA Remarks by Mr. J. Mangeno, the NNSA Director of ES&H:**

Mr. Mangeno opened his remarks by stating that the continuing improvement of the Technical Capability was a top priority for NNSA. He said that their efforts included assuring the correct Headquarters (HQ) and field mix with a core of technical personnel, looking at all aspects of qualification, and meeting the personnel needs of the NNSA challenges. He then asked Mr. E. Morrow of NNSA to summarize the results of his review of the Technical Capabilities from visiting six of eight NNSA Sites to date.

Mr. Morrow stated that his tasks were to review the NNSA corporate management of technical qualification and develop an appropriate set of expectations for improvements in the NNSA Technical Capabilities. He stated that his recommendations would include restoring a core of technically qualified personnel (with appropriate guidance and standards), and ensure that those personnel are subject to formal tasking at field elements.

**Presentation by Mr. Scott Berger, Senior Manager for the Center for Chemical Process Safety (CCPS):**

Mr. S. Berger graciously spoke as a guest speaker to outline the approach of the Center for Chemical Process Safety in developing and maintaining their technical capabilities in subject matter experts and “centers of excellence.” After summarizing his personnel experience, he started with an overview of the mission and goals, history, activities and operations of the CCPS. He then focused on the aspects germane to the qualification and maintenance of subject matter expertise in their industry. Throughout, Mr. Berger responded to questions and comments from meeting participants in an active discussion. The FTCP meeting participants were grateful for Mr. Berger’s presentation and insights.

Mr. Berger illustrated his “model” for the processes of maintaining technical qualifications and capabilities as a three-level triangle. The top level of the triangle represents the “new, or next generation of best practices to be implemented.” The middle level of the triangle represents the “serving, or the CCPS activities to serve as a resource to help the personnel and processes.” The lowest level of the triangle represents the “deploying, or in-field training and activities of the personnel and processes to develop and maintain their skills and expertise.” Mr. Berger stated that improvement then comes with the development of a new “new (or top layer)” and the corresponding advancement of the lower layers, as the field assumes and maintains the earlier sets of improvements.

Mr. Berger summarized the CCPS approach through several key concepts and phrases that included: sponsorship for improvements; relevance (and picking the most important items); out-reaching to market and survey the needs; providing service to help fix identified problems; continuously improving; locatable resources; and “self-renewing” through succession planning and improvements. He specifically added that there are circumstances that require testing of personnel through independent means, and that a good “self-renewing” organization will maintain their qualifications and improve as they train their personnel. Mr. Berger repeated and referred to these concepts during a subsequent question and answer session, in closing his presentation.

**Deputy Secretary Blake’s Remarks:**

Mr. Poe, the FTCP Vice-Chairman, then greeted and introduced Deputy Secretary Blake.

Deputy Secretary Blake opened his remarks by summarizing his experience at General Electric (GE) and the emphasis that GE places on the active involvement of management in human capabilities' development, training, and human resource matters. He praised the FTCP goals to re-energize their activities and efforts in improving the DOE Technical Capabilities, said that there was no issue that was more important than this improvement, and said this was an enormous task for the FTCP.

Deputy Secretary Blake then opened the floor for questions and active discussions followed. These interactive discussions included: Mr. Schepens' discussion of the needs to balance the personnel requirements for closure sites; Mr. Mangeno's discussion of the NNSA goal to restore and improve the core of technical personnel; Dr. Mansfield's discussion of the need for solid succession planning; Mr. DiNunno's discussion of the need to identify the correct training requirements for personnel; and Mr. Poe's discussion of the impact of decreases in budget and staffing.

Deputy Secretary Blake summarized his views and goal to continue to improve the Federal Technical Capabilities and competence, and to measure these improvements as possible through a few simple metrics on a routine basis, such as quarterly. He closed by encouraging the FTCP to "stir up some dust."

### **Afternoon Session**

After lunch, the afternoon session opened at 12:30 p.m. with some administrative items.

### **Mr. Dirk's Presentation on Human Capital Initiatives (HCI):**

Mr. T. Dirk, of Human Resources, then gave an overview of the Human Capital Initiatives to the FTCP. He summarized the results of the Human Capital Summit of the past summer, the HCI goals, and the new initiatives. Mr. Dirk provided a detailed handout for the meeting participants and indicated that additional information on these initiatives and related matters such as training would be put on the DOE web pages.

Then Mr. Dirk asked Mr. C. West, the ME Training Director and FTCP Executive Secretary, to summarize the new Career Intern Program (CIP). Mr. West outlined the CIP, and provided overview handouts of the developmental processes and the CIP curriculums. Mr. West and Mr. Dirk actively responded to questions and answers regarding the HCI, the CIP, and related training matters, germane to the FTCP mission.

### **The report of the minutes of the 11/14 FTCP Conference Call was approved:**

After a short break, the report of the minutes of 14 November FTCP Conference Call was approved. The afternoon working sessions followed.

**Report and discussion of the status and schedules of Closure Actions for Implementation Plan for DNFSB 2000-2 Commitments #17 – 18 – 19, led by Mr. Brown:**

Mr. N. Brown, of Ohio, then led the working session on the discussion of the Closure Actions for DNFSB Commitments #17 – 18 – 19. An active discussion followed.

The presentation of the results of the collated data and information in response to these items, for EM and DP/NNSA included summary handouts of the results of the Site Technical Oversight expertise and needs. Personnel representing the organization and the Executive Team led discussion of the data. These discussions included overviews by Mr. J. Arango of EM and Mr. J. Kimball representing DP/NNSA.

At the conclusion of this session, Mr. Schepens stated that he would forward the final EM and DP/NNSA information, under a cover letter as the FTCP Chairman, that should be used to close the DNFSB Commitments #17 and 18. Actions for the completion of closure for Commitment #19 will be done under the FTCP FY 2002 Annual Plan. This will include reviewing the status of the functional qualification standards and integrating improvements with other FTCP initiatives.

**Reports by FTCP Field Agents on their Sites' Subject Matter Expert (SME) were made on their TQP Status:**

The FTCP Agents then reported the status of their Site TQP by summarizing how many of their personnel were in the TQP, how many were qualified, and how many were overdue for qualification. These results were separately provided.

The discussion that followed focused on possible FTCP actions for improvements in this area, the establishment of an overall TQP qualification goal, and the possible use of lessons learned from the very successful Facility Representative (FR) Training that was completed this year and other sources. These activities and efforts will also be factored into the development of the FTCP FY 2002 Annual Plan.

**The FTCP FY 2002 Annual Plan Development Working Session, led by Mr. Schepens:**

Mr. Schepens then led the working session to develop the FTCP FY 2002 Annual Plan. A basic draft plan was provided to frame the development of the action. The new FTCP FY 2002 Annual plan will have some key changes that include the combination of the Annual and Action Plans (previously two documents) into a single, living document to be more responsive, and easily modified if appropriate. Active discussion followed.

In summary, the action items were combined and updated to five basic areas, each led by an FTCP Champion with other assistance as needed. Each of these champions was to mark-up or modify the initial draft for their area and then return them inclusion and forwarding to all of the FTCP in draft format for comments and recommendations. Mr. L.

Piper will continue as the champion for the continued FTCP support of the technical development programs (1.0). Mr. N. Brown will continue as the champion for FTCP support for actions related to technical capabilities at the Closure Sites (2.0). Mr. Poe will be the champion for the FTCP use of the continuing workforce analyses (3.0). Mr. Schepens will be the champion for the FTCP support to promote management ownership and improvements in the TQP and STSM programs (4.0). Mr. Schepens and Mr. West will champion improvements in the FTCP processes and administration (5.0). The goal is to have these inputs submitted by Friday, 14 December for inclusion into a draft Plan.

**Summary of the Meeting Results and Actions, by Mr. Schepens:**

Mr. Schepens summarized the results and outlined the pending actions. The next Conference Call will be held in January 2002, and the next Meeting will be tentatively held in February or March 2002 as appropriate for the actions and efforts in progress.

Mr. West announced that he would forward an FTCP Site Agent list for updating with telephone and e-mail addresses, and to designate the Agent Alternates for each Site.

Mr. Schepens closed the meeting at 4:30 p.m.

**Approval of this Report of the December 2001 FTCP Meeting:** This Report was approved without additions, corrections or deletions by the FTCP Conference Call of 24 January 2002.