Department of Energy
Washington, DC 20585

July 10, 2002

The Honorable John T. Conway
Chairman
Defense Nuclear Facilities Safety Board
625 Indiana Avenue, NW
Suite 700
Washington, DC 20004

Dear Mr. Chairman:

I am pleased to forward you the workshop summary report from the Department's 2002 Facility Representatives Workshop held on May 29-31, 2002 in Las Vegas, Nevada. This report includes the workshop agenda and attendees, the text of the keynote address by Roy Schepens, a summary of achievements for all nominees for the 2001 Facility Representative of the Year award, feedback from small group discussions at the workshop, survey results, and reference information. The workshop met its objectives of sharing lessons learned and promoting growth of the Facility Representative community.

The number of Facility Representatives able to attend the annual workshop has now increased three years in a row, with 72 Facility Representatives attending this year's workshop. This is indicative of continued strong support from DOE field office managers, both in providing the opportunity for Facility Representatives to participate as well as in participating themselves in the workshop. In addition, both Secretary Abraham and Assistant Secretary Cook provided videotaped remarks for this year's workshop.

We sincerely appreciate the abiding support from the Board for this program, a centerpiece of the Department's efforts to improve the technical capabilities of the Federal workforce. The Board's representatives made a positive contribution to this year's workshop.

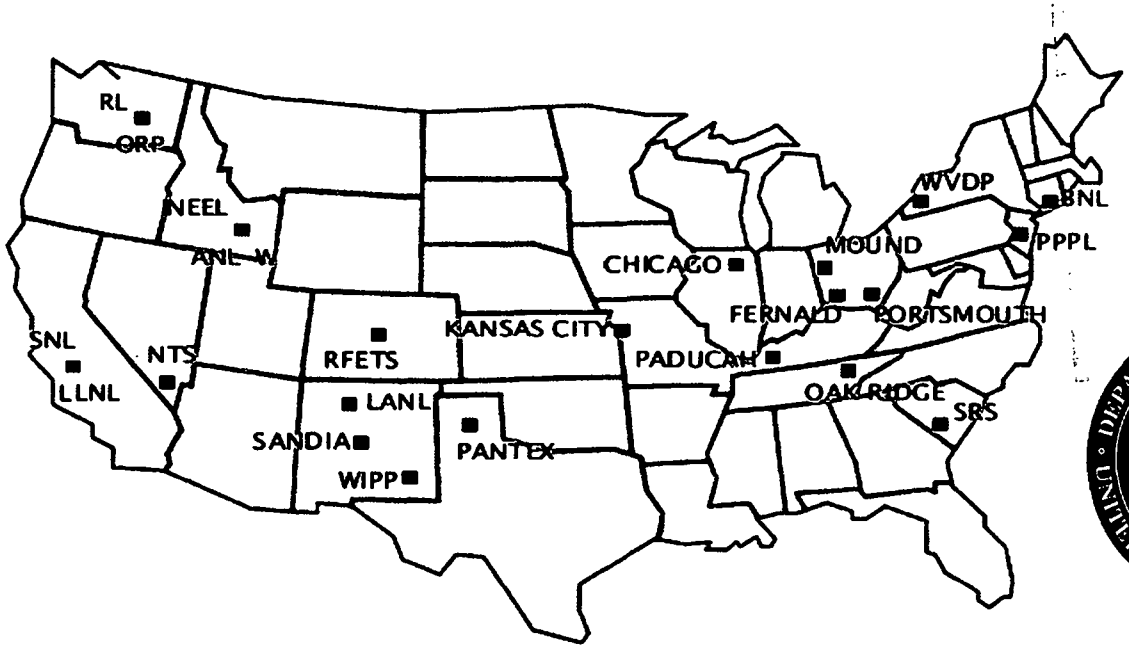
If you have any questions, please contact me or have members of your staff contact Mr. John D. Evans, Program Manager of the DOE Facility Representative Program, at (202) 586-3685.

Sincerely,

Mark B. Whitaker
Departmental Representative to the
Defense Nuclear Facilities Safety Board

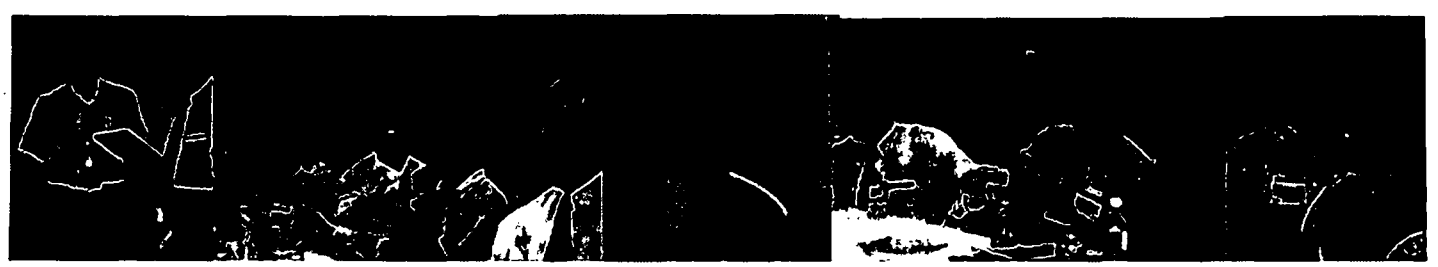
Enclosure

2002 FACILITY REPRESENTATIVES WORKSHOP MAY 29-31, 2002



DOE Facility Representative Program

SAFETY OPERATIONS EXCELLENCE



J. Evans to Distribution
June 27, 2002

Distribution:

E. Beckner, NA-10
G. Rudy, NA-50
J. Roberson, EM-1
P. Golan, EM-3
B. Cook, EH-1
C. Smith, FE-1
W. Magwood, NE-1
R. Orbach, SC-1
K. McSlarrow, S-1
R. Card, S-3
M. Whitaker, S-3.1

J. Arthur, DOE-AL (Albuquerque Operations Office)
D. Glenn, DOE-OASO (Office of Amarillo Site Operations)
E. Sellers, DOE-OKCSO (Office of Kansas City Site Operations)
M. Zamorski, DOE-OKSO (Office of Kirtland Site Operations)
R. Erickson, DOE-OLASO (Office of Los Alamos Site Operations)
I. Triay, DOE-CBFO (Carlsbad Field Office)
M. Gunn, DOE-CH (Chicago Operations Office)
W. Bergholz, DOE-ID (Idaho Operations Office)
K. Carlson, DOE-NV (Nevada Operations Office)
M. Holland, DOE-OR (Oak Ridge Operations Office)
C. Yuan-Soo Hoo, DOE-OAK (Oakland Operations Office)
J. Craig, DOE-OH (Ohio Operations Office)
K. Klein, DOE-RL (Richland Operations Office)
R. Schepens, DOE-ORP (Office of River Protection)
E. Schmitt, DOE-RF (Rocky Flats Field Office)
J. Allison, DOE-SR (Savannah River Operations 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 29-31, 2002. The purpose of the workshop was to promote sharing lessons learned from Facility Representatives across the DOE complex, and to foster the growth of the Facility Representative community.

II. Workshop Design

A. *Workshop Attendees*

Field and program office managers were requested to provide representatives to this workshop. A total of 119 DOE personnel attended, representing every major program and field office. Included were 72 Facility Representatives, which represents one third of the Facility Representative community. Appendix A provides a complete list of the workshop attendees and a summary of the percentage of Facility Representative attendees per 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) Managing Your Career. Appendix B provides the expanded workshop agenda and descriptions of the afternoon breakout sessions.

C. *Workshop Presentation Materials*

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

III. Workshop Results

A. *2001 Facility Representative of the Year Nominees and Winner*

At the workshop, the 2001 Facility Representative of the Year Award was presented to Mr. Brian Harkins from the DOE Office of River Protection. 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.

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

Mr. Roy J. Schepens, Assistant Manager for Material and Facility Stabilization in Savannah River Operations Office, provided the keynote address. The theme of the address was "Improving Risk Reduction and Cost Effectiveness." Roy outlined five key attributes of effective Facility Representatives: 1) train to and maintain the competencies necessary to your job; 2) maximize your time in the facilities; 3) be thorough; 4) communicate to gain and give critical information; and, 5) maintain your proper place as a full status Facility Representative, replete with all necessary God-like qualities.

General session topics discussed at the workshop covered a broad spectrum including program goals, the executive safety conference follow-up action plan, re-engineering within NNSA, lessons learned from closure sites, criticality safety, subject matter experts, and leadership development and training. Each of the three days included a panel discussion that allowed for questions and answers and some lively discussion on management expectations, effective facility oversight, and career progression.

C. *Summary of Participant Surveys*

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

Appendices:

Appendix A – Workshop Attendees
Appendix B – Expanded Agenda (including keynote address)
Appendix C – Summary of Achievements of the 2001 Facility Representative of the Year Nominees and Winner (including Letter from Secretary Abraham)
Appendix D – Feedback from Small Group Discussions
Appendix E – Workshop Survey Results
Appendix F – Web Site Survey Results
Appendix G– Meeting Minutes-Steering Committee and Sponsor Meeting
Appendix H – Reference Materials

2002 DOE FACILITY REPRESENTATIVES WORKSHOP ATTENDEES

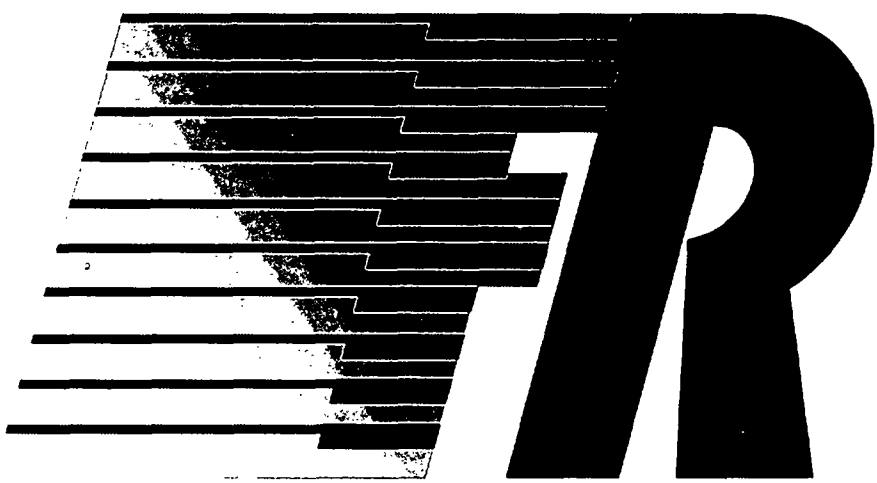
First Name	Last Name	Organization	Fac Rep ?	Phone	Email
D. Scotty	Afong	NV	FAC REP	(702) 295-1050	afong@nv.doc.gov
Kenneth	Albers	KCP/HONEYWELL		(816) 997-4600	kalbers@kcp.com
Carlos	Alvarado	OASO	FAC REP	(806) 477-4919	calvarad@pantex.com
Joseph	Arango	EM/HQ		(202) 586-7599	joseph.arango@hq.doc.gov
Dennis	Armstrong	NV	FAC REP	(702) 295-3970	armstron@nv.doe.gov
Joyce	Arviso	OKSO	FAC REP	(505) 845-4109	jarviso@doeal.gov
Fred	Bell	OLASO	FAC REP	(505) 665-4856	fbell@doeal.gov
William	Bell	SR	FAC REP	(803) 952-4095	william.bell@srs.gov
Brian	Biro	RL	FAC REP	(509) 376-7660	brian_a_biro@rl.gov
Ed	Blackwood	EH/HQ		(301) 903-0124	Ed.Blackwood@hq.doc.gov
Herbert	Bohrer	ID		(208) 526-3892	bohrerha@id.doe.gov
Chris	Bosted	ORP		(509) 376-2223	c_j_chris_bosted@rl.gov
Cary	Bronson	NV	FAC REP	(702) 295-0875	bronson@nv.doe.gov
Leilani	Burke	NV		(702) 295-7030	burkel@nv.doe.gov
Kathleen	Carlson	NV	OPS OFF MGR	(702) 296-3211	carlsonk@nv.doe.gov
Joe	Christ	RFFO	FAC REP	(303) 966-4959	joe.christ@rf.doe.gov
David	Compton	S-3.1 HQ/SPECPRO		(202) 586-1034	david.compton@eh.doe.gov
Rick	Daniels	ORO	FAC REP	(865) 574-9143	e29@ornl.gov
Bradley	Davis	ID	FAC REP	(208)533-4562	davisbj@id.doe.gov
Jay	DeLoach	DNFSB STAFF		(202)694-7117	jayd@dnfsb.gov
Jack	Dennis	OASO	FAC REP	(806) 477-3176	jdennis@pantex.doe.gov
Thomas	Denny	NV	FAC REP	(702)295-0824	DennyT@nv.doe.gov
Edwin	Deshong	SR	FAC REP	(803)952-6235	edwinr.deshong@srs.gov
Madan	Dev	OH	FAC REP	(803)952-6235	madan.dev@ohio.doe.gov
Robert	Edwards	SR	FAC REP	(803) 952-4630	roberte.edwards@srs.gov
Jody	Eggleston	AL		(505) 845-5623	jeggleston@doeal.gov
Eleogram	J. Ruston	NV	FAC REP	(702)295-7497	eleogram@nv.doe.gov
Ralph	Erickson	NNSA/HQ	ASSOC ADMIN	(202) 586-7349	ralph.erickson@ns.doe.gov
John	Evans	S-3.1/HQ		(202) 586-3685	john.evans@eh.doe.gov

First Name	Last Name	Organization	Fac Rep ?	Phone	Email
Lynn	Fields	S-3.1 HQ/SPECPRO		(202) 586-5128	Lynn.fields@eh.doe.gov
Steven	Frye	OLASO	FAC REP	(505) 667-2524	sfrye@doeal.gov
Bill	Gentile	OLASO	FAC REP	(505) 667-5828	gentile@lanl.gov
Steve	Goff	SR	FAC REP	(803) 208-0388	steve.goff@srs.gov
Sunita	Gopalani	S-3.1 HQ/SPECPRO		(202) 586-3887	sunita.gopalani@eh.doe.gov
Kerry	Grooms	AAO-W	FAC REP	(208) 533-7734	kerry.grooms@anlw.anl.gov
Ron	Hampton	SR	FAC REP	(803) 208-1280	ron.hampton@srs.gov
Raymond	Hardwick	EH/HQ		(301) 903-1114	raymond.hardwick@eh.doe.gov
Brian	Harkins	ORP	FAC REP	(509) 373-7541	Brian_A_Harkins@RL.gov
Tyrone	Harris	ORO		(865) 576-0953	harrist@oro.doe.gov
J David	Hembree	INPO		(770) 644-8991	hembreejd@inpo.org
Timothy	Henderson	NV	FAC REP	(702) 295-1988	hendersont@nv.doe.gov
Robert	Hernon	RFFO	FAC REP	(303) 966-4366	robert.hernon@rf.doe.gov
Joe	Houghton	OLASO	FAC REP	(505) 667-5288	jhoughton@doeal.gov
Gary	Humphrey	YSO	FAC REP	(865) 574-3233	humphreypg@yao.doe.gov
William	Hunt	WVDP	FAC REP	(716) 942-4688	william.h.hung@wv.gov
Jeff	Irwin	OKSO	FAC REP	(925) 294-2720	jnirwin@sandia.gov
Matt	Irwin	RL	FAC REP	(509) 373-9820	robert_m_mat_irwin@rl.gov
Ken	Ivey	YSO		(865) 574-0277	iveykd@yao.doe.gov
Brian	Jones	OASO	FAC REP	(806) 477-5611	bjones@pantex.doe.gov
Michael	Jordan	OH		(937) 865-3589	michael.jordon@ohio.doe.gov
Peter	Kelley	BAO	FAC REP	(631) 344-5784	pkelley@bnl.gov
Dennis	Kelly	OASO		(806) 477-7161	dkelly@doe.doe.gov
Kent	Kerr	OKCSO	FAC REP	(816) 997-5571	kkerr@kcp.com
Larry	Kirkman	AL	ASST MGR	(505) 845-6121	lkirkman@DOEAL.GOV
Jeffrey	Klapper	SR	FAC REP	(803) 208-0712	jeffery.klapper@srs.gov
Marke	Lane	KCP/HONEYWELL		(816) 997-5041	mlane1@kcp.com
Jack	Lenten	RFFO	FAC REP	(303) 966-2107	JackLenten/doe/rffo@RFFO
Bob	Lewis	DNFSB STAFF		(703) 385-5841	
Joanne	Lorence	OLASO	FAC REP	(505) 665-0007	JLorence@doeal.gov
Ed	MacAlister	RL	FAC REP	(509) 373-0462	edward_d_ed_macalister@rl.gov

First Name	Last Name	Organization	Fac Rep ?	Phone	Email
Larry	Maghrak	RFFO	FAC REP	(303) 966-9648	larry.maghrak@rf.doe.gov
John C.	Martin	ID	FAC REP	(208) 529-0861	martinjc@id.doe.gov
Ed	Martinez	NV	FAC REP	(702) 295-1938	martineze@nv.doe.gov
Barbara	Mazurowski	RFFO	OPS OFF MGR	(303) 966-2025	barbara.mazurowski@rf.doe.
Deanna	McCranie	RFFO	FAC REP	(303) 966-9695	deanna.mccranie@rf.doe.gov
Steve	McDuffie	RL	FAC REP	(509) 373-6766	stephen_m_mcduffie@rl.gov
Patrick	McGuire	SR		(803) 952-4016	patrick.mcguire@srs.gov
Thomas	McLaughlin	LANL		(803) 952-4016	tpm@lanl.gov
Karl	Moro	CH		(630) 252-2065	karl.moro@ch.doe.gov
Emil	Morrow	NNSA/HQ		(202) 586-5530	Emil.Morrow@nnsa.doe.gov
Margaret	Morrow	ORO	DEPUTY MGR	(865) 241-9599	morrowmk@oro.doe.gov
Peter	Munding	NV	FAC REP	(702) 295-1008	munding@nv.doe.gov
Dary	Newbry	ID	FAC REP	(208) 526-8504	newbryrd@id.doe.gov
Timothy	Noe	ORO	FAC REP	(865) 576-0963	noetd@oro.doe.gov
Mike	Oliver	CBFO		(505) 234-8114	mike.oliver@wipp.ws
William	Oritz	OKSO	FAC REP	(505) 845-5201	wortiz@doeal.gov
Gary	Palmer	NNSA/HQ		(202) 586-5099	gary.palmer@nnsa.doe.gov
Jeff	Parkin	RFFO	FAC REP	(303) 966-6685	jeffry.parkin@rf.doe.gov
Vern M.	Peterson	ID	FAC REP	(208) 526-5141	petersvm@id.doe.gov
Lloyd	Piper	RL		(509) 376-6278	lloyd_l_piper@rl.gov
Robert	Poe	ORO	ASST MGR	(865) 576-0891	poerw@oro.doe.gov
Ken	Powers	NV	DEPUTY MGR	(865) 576-0891	powers@nv.doe.gov
Jody	Pugh	OASO	FAC REP	(806) 477-3228	jpugh@pantex.doe.gov
Roger	Quintero	RL	FAC REP	(509) 373-0421	roger_a_quintero@rl.gov
David	Rast	OASO	FAC REP	(806) 477-5937	drast@pantex.doe.gov
Bradley	Ring	RFFO	FAC REP	(303) 966-7954	brad.ring@rf.doe.gov
Dan	Rivas	NV	FAC REP	(702) 295-0823	rivasd@nv.doe.gov
Teresa	Robbins	YSO	FAC REP	(865) 576-0841	robbinstm@yao.doe.gov
Denny	Ruddy	BWXT PANTEX	GEN MGR	(806) 477-6201	druddy@pantex.com
Jaime	San Mateo	OAK	FAC REP	(925) 422-2116	jaime.sanmateo@oak.doe.gov
Roy	Schepens	SR	ASST MGR	(803) 952-2486	roy.schepens@srs.gov

APPENDIX B

EXPANDED AGENDA



U.S. DEPARTMENT OF ENERGY
FACILITY REPRESENTATIVES
ANNUAL WORKSHOP

MAY 29-31, 2002
LAS VEGAS, NEVADA

THEME: PROGRAM SUCCESSES AND CHALLENGES

8:00 a.m. Opening Remarks
John Evans, Facility Representative Program Manager

John has been involved in the Facility Representative Program since October 1999 and became the program manager in April 2002. He works at DOE Headquarters in the Office of the Departmental Representative to the Defense Nuclear Facilities Safety Board.

8:15 a.m. Welcome
Kathleen Carlson, Manager, Nevada Operations Office

This is the sixth year the Nevada Operations Office has hosted the Facility Representatives Annual Workshop. Kathy Carlson is the Nevada Operations Office Manager and is responsible for operation and maintenance of the 1,375-square-mile Nevada Test Site. The site includes numerous facilities to implement NNSA initiatives in stockpile stewardship and management, nuclear test readiness, crisis management, and other science and technology development. From 1996 to 1999, Ms. Carlson served as Assistant Manager for National Defense Programs at DOE's Albuquerque Operations Office. From 1995 to 1996, she served as the Chairperson for the Accelerator Production of Tritium Program Source Evaluation Board and from 1991 to 1995 she served as Area Manager for the Kirtland Area Office.

8:30 a.m. Secretary Abraham Videotaped Remarks

8:35 a.m. Keynote Address: Improving Risk Reduction & Cost Effectiveness
Roy Schepens, Assistant Manager, Material and Facility Stabilization, Savannah River Operations Office

Roy Schepens has more than 25 years of nuclear operations experience at Navy, commercial and DOE facilities. In his current position as the Assistant Manager for Material and Facility Stabilization at the Savannah River Operations Office, he directs hands-on oversight of contractor nuclear activities. Mr. Schepens is responsible for all aspects of nuclear operations for nuclear material facilities including construction, startup testing, nuclear waste processing, nuclear safety, industrial safety, scheduling, budget management and interface with external oversight organizations such as the Defense Nuclear Facilities Safety Board and the Nuclear Regulatory Commission.

9:00 a.m. Secretarial Officer Videotaped Remarks
Beverly Cook
Assistant Secretary for Environment, Safety and Health

Beverly Cook was sworn-in as Assistant Secretary for Environment, Safety and Health in February 2002. Prior to that, she was Chief Operating Officer for the Office of Environmental Management and manager of the Department's Idaho Operations Office. She has served on the staff to the Defense Nuclear Facilities Safety Board and in various DOE program offices, including the Office of Nuclear Energy where she held several management positions, including Principal Deputy

9:10 a.m. Facility Representative of the Year Presentation
Mark B. Whitaker, Jr., Departmental Representative to the Defense Nuclear Facilities Safety Board

Mark B. Whitaker, Jr. is the Departmental Representative to the Defense Nuclear Facilities Safety Board and will be presenting the DOE Facility Representative of the Year Award. A selection panel consisting of DOE Headquarters Program Office and Field Office personnel chose the award winner from 15 nominees. All candidates are to be commended for being nominated by their offices.

10:00 a.m. Break

10:15 a.m. DOE Executive Safety Conference Actions
Dennis Ruddy, BWXT Pantex

Dennis Ruddy is President and General Manager of BWXT Pantex. He has been involved in the Department's efforts to improve the contribution of operating experience, performance monitoring and analysis, and lessons learned to Integrated Safety Management. He recently participated at the ISM Forum in Albuquerque, N.M. on May 7-8th.

10:45 a.m. Management Panel/Questions and Answers
Moderator: John Evans
Panel Members: Mark Whitaker; Roy Schepens; Margaret Morrow, Deputy Manager for Operations, Oak Ridge Operations Office; Ralph Erickson, Associate Administrator for Facilities and Operations, NNSA; Barbara Mazurowski, Manager Rocky Flats Field Office

The Management Panel members will provide introductory remarks and answer questions from the workshop attendees.

11:30 a.m. Role of Facility Representatives and Challenges at a Closure Site
Barbara Mazurowski, Manager Rocky Flats Field Office

Barbara Mazurowski was appointed Manager of the Rocky Flats Field Office in March 2000. Ms. Mazurowski's top priorities for the site are continuous safety improvement, increasing contractor efficiency, aligning DOE staff to efficiently oversee the Closure Project, and assuring a smooth employee transition to site closure. Prior to her assignment to lead the cleanup and closure of the Rocky Flats, she was the Director of the DOE West Valley Demonstration Project. Ms. Mazurowski has extensive experience in public and worker safety, environmental cleanup, project management, and a variety of stakeholder interactions.

12:15 p.m. Lunch

THEME: EFFECTIVE OPERATIONAL OVERSIGHT

8:00 a.m. Introduction and Facility Representative Program Summary
John Evans

John will provide an overview of Day 2 topics.

8:30 a.m. Re-Engineering Efforts within NNSA
Ralph Erickson, Associate Administrator for Facilities and Operations, NNSA

Ralph Erickson was named the Associate Administrator for Facilities and Operations, NNSA in 2001. His duties encompass field operations support, infrastructure, ES&H activities, project management, and safeguards and security. Mr. Erickson served as the Defense Programs Chief Operating Officer from 2000 to 2001. In that capacity, he was responsible for the day-to-day operational oversight, coordination and guidance for the nuclear weapons stockpile activities. From 1992 to 2000, Mr. Erickson served as the Director of Eastern Operations responsible for overall operation of the West Valley Demonstration Project and the High Level Waste program at Savannah River Site.

9:00 a.m. Break

9:20 a.m. Lessons Learned in Decontamination & Decommissioning Activities
Joe Christ, RFFO Facility Representative

Joe Christ is a Facility Representative at Rocky Flats Building 776/777, a large category II nuclear facility currently undergoing full decontamination and decommissioning. Joe will provide lessons learned from this major effort.

10:00 a.m. Working Relationship Between Facility Representatives and Subject Matter Experts
Patrick McGuire, Director, Nuclear Material Engineering Division, SR

Patrick McGuire assists Roy Schepens on the Federal Technical Capability Panel and will discuss ways to promote effective relationships between Facility Representatives and Subject Matter Experts at Savannah River.

10:30 a.m. Facility Representative Panel/Questions and Answers
Moderator: Mike Woods, ORO Facility Representative
Panel Members: Brian Harkins, 2001 Facility Representative of the Year; David Hembree, Assistant Department Manager, Performance Analysis Department at INPO

The Panel members will provide some introductory comments regarding effective operational oversight and then answer questions from the Workshop attendees.

12:00 p.m. Lunch

1:30 p.m. Incentives Used at Sites
Dennis Kelly, Associate Director for Oversight and Assessment, OASO; Fred Bell, Facility Representative Team Leader, OLASO; Robert Edwards, Senior Facility Representative, SR

The presenters will provide examples of incentives for retaining technical personnel that are being used at their sites. Incentives include recruitment bonuses and retention allowances. Other compensation measures, such as administratively uncontrollable overtime, will also be discussed.

2:15 p.m. Criticality Accidents - Lessons Learned
Thomas McLaughlin, Group Leader, Nuclear Criticality Safety, LANL

Thomas McLaughlin will provide a summary of criticality accidents and their causes. Included in this discussion is a description of the inadvertent criticality that occurred in Japan in September 1999. Dr. McLaughlin was one of three team members sent by DOE Secretary Richardson to Japan to analyze the cause of the accidents.

AFTERNOON BREAKOUT SESSIONS:

TIME	TRACK A	TRACK B
3:30 p.m. - 4:15 p.m.	**Performance Efficiency Initiative at National Labs** *Anna Marie Trujillo, ES&H Team Leader, OKSO* *This breakout session will involve a discussion on the pilot process to improve performance at the Kirtland Site Office.*	**Configuration Management of Safety Systems - DNFSB Rec. 2000-2 Activities (30 min)** *Ed Blackwood, Director, Office of Environment, Safety and Health Inspections* *Ed Blackwood will discuss recent activities under the Departments Implementation Plan for DNFSB Rec. 2000-2, Configuration Management, Vital Safety Systems. Many Facility Reps have participated on Phase II assessments of safety systems at their facilities.* **DOE Quality Assurance Plan (15 min)** *Ray Hardwick, Associate Deputy Assistant Secretary for Operations, EH* *Ray Hardwick will provide a discussion on recent actions to develop a DOE-wide quality assurance improvement plan.*
4:30 p.m. - 5:30 p.m.	**Plutonium Stabilization and Packaging System Operations at RFETS** *Robert Hernon, RFFO Facility Rep* *Robert Hernon is a Facility Representative at RFETS Building 371 where the Plutonium Stabilization and Packaging System (PuSPS) is installed. The PuSPS is used to stabilize Pu oxide to less than 0.5 weight % and package Pu metals and oxides in welded stainless steel inner and outer containers.*	**SRS Staffing Analysis Process and Results (30 min)** *William Bell, SR Facility Rep* *William Bell is a Senior Facility Representative at Savannah River's FB-Line and 235-F facilities. He will provide a discussion of the Facility Representative staffing analysis recently completed at Savannah River Site.* **Master Oversight Plan at Richland (30 min)** *Brian Biro, RL Facility Rep* *Brian Biro is a Facility Representative Team Leader at Hanford. He will discuss the Master Oversight Plan, a performance-based planned oversight process for Facility Representatives recently implemented at Richland.*

THEME: MANAGING YOUR CAREER

8:00 a.m. Introduction
John Evans

John will provide an overview of Day 3 topics.

8:15 a.m. Having a Sustainable Program
Ken Powers, Nevada Operations Office Deputy Manager

Ken Powers will discuss details of the Facility Representative program at the Nevada Operations Office and methods being used to ensure a viable, continuously improving program.

8:45 a.m. Expanding Facility Representative Experience Base
Chris Bosted, Director Operations and Safety Oversight Division, Office of River Protection

Chris Bosted will discuss ways in which the Facility Representatives at the Office of River Protection are improving their experience base by participating in various projects and activities.

9:15 a.m. Break

9:30 a.m. Improving Technical Competence and Proficiency

Los Alamos Criticality Safety Courses - Dr. Thomas McLaughlin, LANL
Dr. McLaughlin will provide an overview of the various criticality safety courses being offered at the Los Alamos National Laboratory.

Root Cause Analysis Course - Marke Lane/Ken Albers, Honeywell Kansas City Plant
Marke Lane and Ken Albers will provide an overview of the Root Cause Analysis Course offered by Honeywell at the Kansas City Plant.

10:30 a.m. Leadership Development Panel
Moderator: Emil Morrow, Senior Technical Advisor, NNSA
Panel Members: Chris Bosted; Tim Henderson, Director Independent Oversight Division, NV; Ken Ivey, Director Operations Management Division, YAO

Emil Morrow will lead the Panel in the discussing ways technical personnel can enhance their promotion potential within DOE. The panel will also answer questions from the attendees.

12:00 p.m. Tour of Remote Sensing Laboratory, North Las Vegas, NV

5:00 p.m. Return to Hotel

2002 FACILITY REPRESENTATIVE WORKSHOP KEYNOTE ADDRESS

IMPROVING RISK REDUCTION AND COST EFFECTIVENESS

-BY-
ROY SCHEPENS

I see from the agenda that the topic of my keynote speech is to be "Improving Risk Reduction and Cost Effectiveness." But this is a Facility Representative meeting, so I am going to approach this topic from the standpoint of the FR's relationship to cost effectiveness and risk reduction.

Let me first address cost effectiveness. I can address that quite simply. Cost effectiveness is no accident. No occurrence. No mistake. Errors are costly; and errors leading to accidents often disastrously so. Bhopal, Kursk, recent train collisions, all examples of accidents which could have been prevented. How would the balance sheet look if these accidents had never happened? Would the cost effectiveness have been improved? I think so. That's the global view. Safe operation is cost-effective when compared to the alternative. This is what ISMS – the Integrated Safety Management System – proves. By living the principles put forth in ISMS contractors can do work safely – and therefore efficiently.

And what about designing and operating plants so far within the envelope that nothing bad can ever happen. Problem is, nothing good can either. Over conservatism saps resources and creates inefficiencies that are almost impossible to overcome.

But operating reasonably close to the safety envelope requires deliberate careful operations that are carried out by trained, responsible workers using appropriate procedures. Workers who, despite management's faith in them, are closely watched, monitored, and coached. Here's where the FR comes in.

I was around when the first facility reps were "commissioned" at SRS and I have watched the concept as it has evolved and spread throughout the complex. I can tell you that the facility representative program is still a work in progress, is continuing to evolve, and is more than ever critical to the success of the Department. The facility reps have been at the forefront of revolutionary changes in the relationship between DOE and its contractors.

In general, before the creation of the facility reps, let's call it BFR for short, contractor operations were very much a black box. DOE and its predecessors really knew only what the contractors told them regarding day-to-day operations in the plant. Denied accurate knowledge of root causes of seemingly minor incidents, the government was not able to foresee trends that were omens of major incidents. Installation of the facility reps in plant provided the government with a trained set of eyes that served to provide an independent and critical view of activities in the plant. This presence not only had the effect of providing direct insight, but also encouraged the contractor to be more forthright in reporting activities and incidents. Trends can now be observed and analyzed, and the risk of a major incident reduced. Perhaps the presence of a fully competent and independent observer could have prevented the tragedy at the HCN facility at Bhopal, India, or the loss of the Kursk, or any of the numerous accidents we read about. Quite often degradation in systems – and I include human performance as a system – is so gradual that those closest do not notice the change until it is to late. A trained independent observer is more likely to recognize and call to the attention of the operators performance trending away from the ideal. It is essential that this presence be continued and in some cases strengthened if we are to continue to build the kind of safety record we must have. I say must have because it is our safety record that most affects the public attitude toward DOE and its operations. Without public trust we will never be able to carry out our programs- programs that are vital to national defense, protect and restore the environment, and keep our neighbors safe from harm.

In 1962 Admiral Rickover sent a letter to his NR Representatives in the field. His purpose in writing this letter was to reinforce and reiterate his expectations for their performance. In closing the Admiral stated that "To achieve the status of a true NR representative requires the acquisition of God-like qualities; but you can try." It is my belief that the presence of a fully competent and effective FR in a facility is the most effective agent for risk reduction that the government can have.

So we must continue. I think it may be well to review some of the God-like qualities necessary for a successful Facility Rep and for the FR program.

First and foremost you must be trained to competency in your facilities, their processes, authorization basis, and the fundamental sciences and academic disciplines underlying all of these. This is both a tall order and a never-ending process. Yet without this, you will not be able to speak with the confidence and authority to be effective in your work. With it you will earn, albeit sometimes grudgingly, the respect of the contractor people you work with on a daily basis. You will earn also the trust of your own management, trust that will gain their support and understanding, as you become more God-like in driving change. So train, study, learn; remain current in the technologies and documentation for your facilities.

Understand the facility's history; be aware loss of corporate knowledge can lead to disaster. Loss of corporate knowledge can occur over a relatively short period. Some years ago a serious accident occurred at Hanford when an ion-exchange column exploded, seriously contaminating one worker. Investigation showed that the column had been loaded with americium just prior to what turned out to be an extended strike by plant workers. By the time the workers returned the column had dried out. The fact that the column had been loaded had been forgotten during the strike. Because its loaded condition was forgotten, the column had not been properly maintained, and the accident occurred.

Trust your training. Don't fall into the trap of believing an action must be proper simply because it was performed by an experienced operator with confidence. If it seems wrong, it probably is wrong. Question it.

Be confident in what you know, and aware of what you don't know. Never be afraid to ask for help from subject matter experts when needed. You can not, however God-like you may be, be expected to know everything. But you are expected to know when to ask!

Knowledge is, in fact, power, and the first of our God-like qualities.

Knowledge alone will not carry the day without your physical presence in the facility. This, I know, is becoming increasingly difficult as demands on your time grow and grow. Without your physical presence, though, you will be forced to rely on contractor reports to assess the health of your facility. You can not be effective if you must rely on contractor reports to tell you what is wrong. Now, don't get me wrong here- you absolutely want the contractor to identify and correct their own problems. The operative opinion however, is yours. So I encourage you to fight like dogs for your time in the facility. Push back when competing tasks are thrown your way. Remember (and remind others) of your primary reason for being. If you are not there you can not see the step missed, the valve closed in error, the safeties wired down. You are powerless to influence the course of events. Physical presence is most certainly a God-like quality, and perhaps the most difficult to attain, but it is essential.

The third of our God-like qualities is thoroughness. See, hear everything. When observing an operator at the controls do not become so engrossed that you miss a critical conversation or act nearby. Observe with understanding of the actions involved. Know what results are expected and what is "normal". Observe actions and reactions. If you see an action or condition that is dangerous do not hesitate to call it to the contractor's attention. Immediately. Would a careful, uninvolved observer have provided the eye at the periscope that could have prevented USS Greenville from colliding with the Japanese fishing vessel? Would an observer not feeling pressure to launch have observed and recognized the implications of the degradation of the o-ring seals on the solid rocket boosters that ultimately led to loss of Challenger? We will never know, but the prospect is certainly intriguing, isn't it?

Never accept unsatisfactory conditions just because "it's always been like that". The drip from a torpedo may lead to loss of the ship. The "broken" gauge may be telling the truth. Do not fail to observe and question the substandard.

Be thorough and rigorous in your follow-up. Was the runaway reaction a known phenomena or was it new and unexpected? Is research being done? Was the failure mode known or does it require further analysis to set limits and expectations? Has the contractor assigned proper scientific expertise to the problem? Do they have a plan? Remember the red-oil explosion a few years ago at the Russian processing plant at a place called Tomsk? Well, several similar explosions had occurred previously both in the U.S. and abroad. But until Tomsk research after each event was fairly specific to the event and did not fully explore all possible conditions, which could lead to the accident. It was not thorough. Research after Tomsk, performed by experts at several sites according to a detailed plan, has been more complete than ever before, and all will benefit from it.

Next on our list, and I say our list by the way, because your managers, supervisors, and critics are likely to have ideas of their own, is communicate. Remember that this is a two way street. You must hear and analyze what others say while conveying to them your issues, ideas, and thoughts.

Report everything. You will, I think, find that your management will draw the line to separate the wheat from the chaff. Until they do, though, report everything. Communicate with the contractor. Give him them benefit of your observations. Ensure they understand your concerns and the basis for them. Your opinions are essential to their operation of the facility and they should be grateful for them.

Another and important aspect of communication is sharing. Share your experience on a timely basis with other facility reps at your site, and with your peers at other sites. Observe the contractor to see that they also are sharing experiences in timely fashion with other shifts and with other plants. If they are not then you must drive them to do so. See that they are actively seeking information on and benefiting from experiences at other sites. A leading theory on the cause of Scorpion's loss is that a faulty torpedo caused a fire and explosion. Such torpedo failures had been noted in the past, yet there is no evidence Scorpion had been informed. Would sharing have helped?

Communicate with your DOE peers in programs, planning, support, and engineering. They have important information about activities, plans, schedules, issues and so forth that you may need to carry out your job. They need your observations to factor into their planning and their analysis of the contractor's performance.

Good communication is a definite God-like quality.

In achieving your status of holder of all God-like qualities, you must remember your place and function. You are there to be a critical observer of the contractor's performance. You are not there to pick on the contractor, or to nit-pick the performance of their operators. Understanding this is a major distinction between the savvy facility rep and all of the others.

You are not there to be an advocate for the contractor. They can speak for themselves, and often you may find that their actions speak louder than words.

It is not your role to defend the contractor to your management, and to do so is a fatal sin in the field of God-like qualities.

You are not there to substitute your judgement for your superiors. You are rather there to provide your superiors with the information they need to make an informed judgement of their own.

Unless you have been specifically directed to do so, do not interpret directions from your superiors to the contractor. If such a situation occurs, refer the contractor to the appropriate organizational contact. God-like though you may be, you may not know all the issues considered when the direction is issued.

Guard against becoming too "chummy", as Admiral Rickover put it, with the contractor. Maintain a respectful arm-length relationship. You are looking for their respect, not their friendship.

Maintaining your proper place is the last of our God-like qualities.

So to Re-Cap:

- train to and maintain the competencies necessary to your job;
- maximize your time in the facilities;
- be thorough;
- communicate to gain and give critical information; and,
- maintain your proper place as a full status facility rep replete with all necessary God-like qualities.

I challenge you to embrace these qualities as you go about your duties. Never forget that you are the Department's eyes and ears. You are on the front lines, in the trenches, on the watchtower, the final line of defense in the Department's efforts to conduct safe and efficient operations. You are indeed the vanguard of risk reduction.

What about a more narrow issue. The cost effectiveness of the FR Program. Well ladies and gentlemen, that's easy. Simply achieve full attainment of the God-like qualities and you will be at your most effective.

Thank you!

APPENDIX C

Nominees For the 2001 Facility Representative of the Year Award

Winner of the 2001 Facility Representative of the Year:
Brian Harkins, Office of River Protection

Carlos Alvarado, Office of Amarillo Site Operations

Carlos is a Senior Facility Representative assigned to various nuclear facilities at the Pantex Plant.

Achievements:

- Carlos identified two instances of Authorization Basis violations for the control of combustible materials and flammable liquids during nuclear explosive operations. In the first instance, equipment doors were not kept closed as required by the Technical Safety Requirements to appropriately segregate combustible material from a nuclear weapon. In the second instance, Carlos identified a situation where cleaning on a container was being performed without the required task exhaust system. In both cases, Carlos' actions resulted in a better understanding and implementation of the applicable Authorization Basis controls.
- Carlos provided significant leadership and technical support for various Readiness Assessment activities. He reviewed conduct of operations as a Team Member on a Readiness Assessment for the startup of a High Explosive Synthesis facility. He served as the Team Leader for the implementation of Fire Basis for Interim Operations controls on nuclear explosives operations.

Josef Christ, Rocky Flats Field Office

Joe is a Facility Representative at the Building 776/777 Project. Building 776/777 is a large category II nuclear facility currently undergoing full decontamination and decommissioning.

Achievements:

- Joe identified a number of issues whose resolutions improved radiological control performance. Joe identified that routine contamination and airflow surveys for air monitoring equipment were not being updated as gloveboxes and other equipment were being removed. Joe also questioned the methods being used for removing glovebox windows and recommended alternative techniques with less likelihood of a contamination release. He worked with facility personnel to ensure these techniques were properly implemented.
- Joe was the principal force in developing the current version of the "Observation and Evaluation" database, used at Rocky Flats to document observations relevant to the contractor safety performance. Joe initially developed this program and database in 1999 to establish a continual "horizontal assessment" of contractor performance. During 2001 Joe continued to implement improvements to the Observation and Evaluation system, and it is now used by the majority of Rocky Flats organizations to document their oversight activities.

Steve Goff, Savannah River Operations Office

Steve is a Senior Facility Representative for the following Savannah River Site H-Tank Farm Facilities: Extended Sludge Processing, 2H Evaporator, H Tank Farm East Waste Storage Tanks, Effluent Treatment Facility, Late Wash Facility, and Saltstone Facility.

Achievements:

- Steve volunteered to fulfill the duties of the DOE Startup Manager responsible for the 2H Evaporator restart effort, while maintaining his responsibilities as a Senior Facility Representative. Operation of the 2H Evaporator is essential to achieving DOE mission goals for radioactive waste removal, waste feed preparations, and Defense Waste Processing Facility operation. As a result of his commitment and leadership skills, the 2H Evaporator was returned to operational status, meeting a significant DOE milestone.
- Steve provided oversight and expertise of H-Tank Farm East operations during Tank 49 benzene depletion activities, which resulted in the conversion of Tank 49 from an inactive waste storage tank to a fully compliant waste storage tank, meeting another key DOE objective. The positive impact of restoring this 1.3 million-gallon waste tank to operation has resulted in significant improvements in the Savannah River Site High Level Waste disposition operations.

Brian Harkins, Office of River Protection

Brian is a Facility Representative at the Hanford tank farm facilities, consisting of 177 underground storage tanks with approximately 53 million gallons of high level waste.

Achievements:

- Brian discovered a hoisting and rigging issue regarding large concrete blocks that cover high-level waste pits. Some of these blocks are over 30 years old and weigh over 25,000 pounds. Brian initially identified deterioration of a number of lifting bails permanently installed on the concrete cover blocks. Further evaluation by Brian revealed the nonexistence of an inspection or test program and the use of nonconservative load limits. Brian authored a DOE safety notice that alerted other sites to the issue and significantly improved the safety of lifting these large blocks.
- At a pre-job briefing prior to a confined space entry, Brian identified that the planned introduction of nitrogen gas could potentially asphyxiate workers. Further investigation revealed that the new hazard was not properly evaluated which resulted in improper confined space controls. Brian's actions prevented workers from entering a potentially oxygen-deficient environment without proper respiratory protection.

Joe Houghton, Office of Los Alamos Site Operations

Joe is a Facility Representative assigned to the Chemistry and Metallurgy Research Facility at Los Alamos National Laboratory.

Achievements:

- Joe noted a large number of steam system leaks from valves, flanges, and piping. Drums had been placed under numerous steam valves to collect condensing steam. In some portions of the steam system pressures can be found to be about 100 – 125 psi, presenting a significant hazard to facility workers. Joe worked with facility personnel and a plan was developed and implemented to address the deficiencies and establish a more effective maintenance program.
- Joe observed many ceiling tiles removed in the CMR facility during maintenance and construction activities. He noted that the sprinkler heads for the fire suppression system were located below the level of the ceiling tiles and that the tiles provided a thermal barrier to trap the heat of a fire at the level of the fuse-able link sprinkler heads. With the ceiling tiles removed, the thermal barrier no longer existed, possibly causing a delay in sprinkler system activation. Joe worked with both the Authorization Basis Team and facility personnel to quickly evaluate the situation and issue a Justification for Continued Operation to allow work to safely continue in the facility.

Jeff Irwin, Office of Kirtland Site Operations

Jeff is the only Federal employee at Sandia National Laboratory facilities in Livermore, CA. As such, his many duties include Facility Representative responsibilities at the laboratory as well as the Tonopah Test Range in Nevada and the Kauai Test Facility in Hawaii.

Achievements:

- Jeff coordinated explosives safety support from the Albuquerque Operations Office and with their help, worked closely with Sandia National Laboratory to address a number of explosives safety issues. Through Jeff's help, an updated Explosives Safety Site Plan was developed for the Kauai Rocket Launch Facility. This addressed a number of issues with the Department of Defense Explosives Safety Board and the Navy's Pacific Missile Range, the host site for Kauai Test Facility.
- Jeff worked closely with contacts in Albuquerque and the DOE Senior Technical Advisor for Bioscience to ensure safe operation of Sandia's Livermore Bioscience activities and Biosafety Level 2 Facilities. He worked with team members to prepare for implementing special requirements associated with handling, transferring, and receiving etiologic agents at Albuquerque facilities.

Robert (Mat) Irwin, Richland Operations Office

Mat is the Facility Representative for Building 324 and 327 nuclear facilities at the Hanford site.

Achievements:

- For Building 324, Mat determined that the radioactive material management program incorrectly excluded source term external to the facility, and that the facility lacked a Fire Hazards Analysis. Mat was heavily involved in the DOE review of the ensuing Justification for Continued Operation and verified the JCO controls were adequately implemented before the operational restrictions were lifted. Mat's presence and actions directly led to the implementation of improved safety controls for managing the risk of worker exposure to hazardous materials.
- Mat was instrumental in the development of a risk-based model of oversight for Richland Facility Reps. He volunteered to develop the prototype Master Oversight Plan, a documented process which maximized the effectiveness of Facility Representative field oversight and tracked improvement of the contractor's performance over time. Mat worked closely with a group of Facility Representative Team Leads to outline the Master Oversight Plan process. Mat's efforts were a unique and notable achievement for the Facility Representative Program and contributed significantly to the overall success of the Richland mission.

Peter Kelley, Brookhaven Area Office

Peter is the Senior Facility Representative with the Brookhaven Area Office responsible for the oversight of Brookhaven National Laboratory's accelerators and medical research reactor.

Achievements:

- As Brookhaven's Topical Lead on Integrated Safety Management, Peter played a key role in developing methods for effectively monitoring the implementation and advancement of integrated safety management at Brookhaven. Peter's thoughtful and innovative recommendations contributed to significant improvements in the contractor's self-assessment process.
- Peter identified inconsistencies and confusion regarding work processes and procedures used for determining oxygen deficient areas during work at the Relativistic Heavy Ion Collider facility. The oxygen deficient classifications in use were less conservative than those prescribed by OSHA. Also, safety documentation being used by the facility included erroneous oxygen deficient information. Due to Peter's efforts, corrective actions were subsequently made to the oxygen deficient hazard program to improve the level of safety at the facility and across the lab.

Kent Kerr, Office of Kansas City Site Operations

Kent is a Facility Representative at the Kansas City Plant where mechanical, electronic and plastic parts are manufactured for nuclear weapons. He is responsible for over 1 million square feet of industrial operations, and for construction and maintenance activities.

Achievements:

- Kent has significantly improved the safety of operations in his assigned facilities. For example, he identified refrigerant detection systems that were not operational and worked closely with facility personnel to return the systems to operational status. This avoided the very real potential for refrigerant to enter the facility's boilers and create toxic gases during operations.
- During routine inspections, he identified multiple blocked power panels, exits, and compromised firewall penetrations and he identified faulty HEPA filtration systems. Kent followed up with facility personnel to ensure that corrective actions were initiated and completed in a timely manner.

Robert (Dary) Newbry, Idaho Operations Office

Dary is a Facility Representative at the Radioactive Waste Management Complex at the Idaho National Engineering and Environmental Laboratory. He also served as a Facility Representative for the Central Facilities Area (CFA) and Test Area North (TAN) prior to his assignment at the RWMC in July 2001.

Achievements:

- One of the overriding milestones at the RWMC facility is for DOE to ship a minimum of 3100 cubic meters of transuranic waste to the Waste Isolation Pilot Plant by December 31, 2002. Dary quickly recognized that this project was in severe danger of missing critical program milestone for a number of reasons, including poor operational performance, equipment maintenance and reliability issues, and poor process control. He organized a continuous two-week surveillance of project operations. He elicited the cooperation of facility representatives from across the site for this activity, assigned himself to fill the gaps working many extra hours, and collected and analyzed the data. He provided a thorough analysis that established a baseline on current conditions and overarching issues. This allowed DOE to clearly communicate its concerns and expectations associated with the project to the contractor.
- Dary's creativity and innovative thinking has led to many process improvements. In one case, his idea and persistence to modify and use an existing facility for waste drum recovery operations had a cost benefit in excess of $1,000,000, reduced the complexity of operations, and enhanced the production capability of the project.

Teresa Robbins, Y-12 Area Office

Teresa is a Facility Representative assigned to several Category II nuclear facilities used in various enriched uranium operations. Teresa's main assignment in 2001 was the Beta 2E Assembly Organization Building, a hazard Category II nuclear facility for the assembly and disassembly of weapons components.

Achievements:

- While reviewing facility restart preparations, Teresa identified that corrective actions from previous reviews were incomplete. One of the open items was an operational walk-in hood in use for disassembly did not have all monitoring equipment and alarms installed as required. The monitoring equipment was needed to detect if the hood was working properly and the alarms were needed to alert workers to prevent potential exposure to hazardous materials. She followed through to ensure the equipment was appropriately installed and tested before work in the area continued.
- Teresa identified that vacuum lifting fixtures at the Y-12 site were not being functionally tested per the DOE hoisting and rigging manual. Specifically, a four-minute vacuum "hold" test was not being performed. The purpose of this test is to ensure a load can be moved to a safe position if the source of vacuum is lost during a lift. A temporary cessation of vacuum lifting fixture use resulted until training could be performed and the fixtures were tested properly. When the testing was conducted, a vacuum hose and a number of fixtures failed the four-minute vacuum hold test. Teresa's identification that this test was not being performed prevented possible dropped loads, which could have impacted the safety of operators and nuclear weapons quality.

Catherine Schidel, Oak Ridge Operations Office

Catherine Schidel is a Facility Representative for Environmental Management facilities at the Y-12 Nuclear Security Complex. Some of her assigned facilities are the Uranium Chip Oxidation Facility, which stabilizes uranium chips into uranium oxide, numerous wastewater treatment facilities, and landfill operations.

Achievements:

- While performing oversight activities at the construction site for the EM Waste Management Facility, Catherine observed that there was no fire watch for the brush piles being burned, as required by the Activity Hazard Analysis. Although the sub-contractor did not agree that a fire watch was needed, her persistence resulted in a fire watch being assigned. The next day, she verified that a fire watch remained in place for the burning of brush piles. Shortly before 2 p.m. that day, some embers from one of the brush piles landed in an uncleared area at the base of a nearby ridge and started a fire. The fire watch quickly reported the fire and actions were taken to minimize its spread. The fire was contained to a 2-3 acre area. Catherine's insistence that a fire watch be assigned led directly to minimization of the area burned, reducing the potential personnel injury and liability to the Department.

- Upon Catherine's insistence, workers were brought into the activity planning process much earlier than previously done, resulting in more complete and accurate understanding of the hazards involved. Her efforts also led to the implementation of a weekly safety meeting with the entire Waste Management Facility work force to do an integrated safety management system "walk around the wheel." During this meeting all on-going and near future tasks are reviewed with the workers at each function of the integrated safety management system process. This has allowed workers to bring up concerns, as well as help with identification of controls of controls.

John Shine, Ohio Field Office

John is the Facility Representative for Waste Generation Services and Nuclear Materials Dispositioning at the Fernald Environmental Management Project.

Achievements:

- John was responsible for assembling and leading three DOE teams charged with reviewing the contractor's readiness to proceed at various stages of the startup. This included the review of Building 56 enriched restricted material repackaging operations. During the review, John and his teams identified a number of significant issues related to potential worker exposure and the management of nuclear material. Once these issues were addressed, the overall safety performance for the project increased significantly.
- John assumed additional assignments to address various needs at the site. When the Defense Nuclear Facilities Safety Board raised concerns related to the Fire Hazards Analysis for tension support structures that contain enriched restricted nuclear material, John volunteered to assist in the response. His review and comment on the proposed technical response coupled with his follow up oversight and verification effectively led to all of the identified issues being corrected within eight months.

Steven Smith, Oakland Operations Office

Steven is a Facility Representative at the Superblock Building 332 Plutonium Facility at the Lawrence Livermore National Laboratory.

Achievements:

- Steven played an important part in achieving integrated safety management and operational readiness across Lawrence Livermore National Laboratory. He participated on several integrated safety management reviews and readiness assessments of complex nuclear activities such as the plutonium tilt pour furnace and the plutonium washing/dustless transfer system.
- During his daily surveillances and walkthroughs, Steven identified and ensured the timely correction of several issues involving pyrophoric material, hot work operations, fire watches, and personnel protection issues. He identified those issues and brought them to the attention of facility management in a highly professional manner. His direct follow up led to the development of effective improvement plans to identify, categorize, and compensate for these hazards during operations.

Peter Washburn, Argonne Area Office

Peter is a Facility Representative at several facilities at the Argonne National Laboratory East site, including the Intense Pulsed Neutron Source, the Argonne Tandem Linear Accelerator System, the Argonne Wakefield Accelerator, and five smaller accelerator facilities.

Achievements:

- Peter identified a need for Accelerator Safety Envelope improvements and worked with management at the Argonne Tandem Linear Accelerator System facility to develop and implement proper safety upgrades.
- At a D&D project at one of his facilities, Peter alerted the D&D Project Manager to a potential for stored mechanical energy in a pipe joint on a tank scheduled for demolition. This condition was previously not identified or evaluated. Peter ensured proper precautions were taken during the work to avoid a hazardous situation.

The Secretary of Energy
Washington, DC 20585

May 8, 2002

MEMORANDUM FOR BRIAN A. HARKINS
OFFICE OF RIVER PROTECTION

FROM: SPENCER ABRAHAM

SUBJECT: Facility Representative of the Year for 2001

Congratulations on your selection as the Department of Energy's (DOE) Facility Representative of the Year for 2001. Your outstanding contributions to operational and safety oversight at the Hanford Tank Farm facilities have been instrumental in keeping these important facilities operating safely and efficiently.

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

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

FEEDBACK FROM SMALL GROUP DISCUSSIONS

1. What are the 3 best lessons learned or good practices you have to share with your fellow Fac. Reps.

Use Digital Photography to Improve Effectiveness

- Use of Photo Documentation (from Digital Camera) has improved communication, conflict resolution, documentation, and work planning
- Use digital camera to record observations, and to influence others to take action

Focus on Industrial Hazards

- Focus on Industrial Hazards too – review Type A investigations, do not equate experience with safety in performing certain hazardous activities
- Focus on industrial hazards since industrial accidents are more likely to occur than nuclear ones
- Provide due diligence at non-nuclear facilities for industrial hazards

Focus on Requirements for Work

- Know which DOE orders are in the contract
- Ensure that DOE and contractors are aware of Orders in the contract and other requirements for work
- Review and Verify Flow-down on ESH requirements to subcontractors
- Be careful what incentives are placed in contract
- Revise safety basis for facilities – review revisions in detail
- Establish administrative limits that allow for action prior to violating permit limits
- Have approved Maintenance Implementation Plan (MIP) in place before facility operations begin

Focus on Conduct of Operations

- Spend time in field; Focus on Conduct of Operations
- Trust your instincts; Focus on basics – "it ain't rocket science"
- Need to have timely examination of feedback and occurrences – two very similar occurrences of falls through false ceilings happened within 3 weeks – the second one may have been prevented with more timely examination and action

Communicate clearly and completely

- Communicate with contractor and managers
- Prepare weekly bulletized summary of Fac. Rep. reports for contractor and managers
- Prioritize observations based on their degree of hazard
- Use of Electronic Rounds – keeps staff informed and reduces human error

2. Rate the level of support you are getting from your DOE managers.

Overall Evaluation (1-Poor, 2-Fair, 3-Good, 4-Very Good, 5-Excellent)

Average Rating: 3.7 (Very Good)

AREAS FOR IMPROVEMENT

Reduce administrative duties to allow Fac. Reps. to spend more time in the field

- More emphasis/appreciation for time in the field – less emphasis on authorization basis reviews and readiness assessments/operational readiness reviews – takes time away from central goal of time in the field/time doing oversight
- Free up Facility Reps. from document review and administrative duties
- Value field time spent by Fac. Reps.
- Reduce administrative duties on Fac. Reps.

Spend more time in the field with Fac. Reps.

- Spend time in the field with Fac. Reps.
- More Field time with Fac. Reps.
- Facility Walk-throughs with Fac. Reps.
- More field presence by managers

More opportunities for communications with Fac. Reps.

- More communications between Fac. Reps. and Managers
- More Communications with Fac. Reps.
- Provide face time for Fac. Reps.
- Be available for both regular status briefings and special issue briefings
- Have weekly status meetings with Fac. Reps.
- Better listening to Fac. Rep. concerns – provide timely feedback to explain when concerns of Fac. Reps. are not concerns to managers
- Provide clear expectations
- Maintain consistency of management expectations during management changes

Support Fac. Reps. when interacting with contractors

- Need managers to help contractors understand Fac. Rep. role – make expectations clear to contractors
- Support of Facility Representatives' positions when communicating with contractor

Recognize value and contribution of Fac. Reps.

- Recognition of Fac. Reps. as an important resource
- Recognize importance of Fac. Rep. role
- Managers need to trust their Fac. Reps. more
- Value the versatility of Fac. Reps.

Ensure appropriate interaction with other DOE staff members

- Need Health and Safety experts co-located at facilities
- Make sure Program Managers pay attention to Fac. Rep. issues
- Weekly meetings between Program Managers, SMEs, and Fac. Reps.
- Need better records management

Support career development of Fac. Reps.

- Support career development of Fac. Reps.
- Support Fac. Rep. opportunities for alternative job assignments
- Provide time/staffing levels for Fac. Reps. to have cross-functional, collateral assignments that lead to development

3. What experience or training would best benefit you and other Fac Reps.

Rotational Assignments to Broaden Experience Base

- Rotational assignments
- Better rotational assignments outside the Fac. Rep. program
- Exposure via cross-functional, collateral assignments
- Flexibility to allow for details at other DOE facilities, including non-nuclear ones
- Team leadership experience
- Practical experience, especially supervisory experience

Program Manager Experience and Training

- Program/project manager classes and experience
- Project management training and experience
- Program management experience
- Training/experience on Budget process

Contracts Administration Experience and Training
- COTR/contracts administration
- Contracts administration experience

General Management Training and Development Programs
- Management support of structured Fac. Rep. development program
- Develop managerial core competencies as part of personal development program
- Understand KSAs for managerial positions
- Personal/Professional Development
- Management Training
- Human Resources Training
- EEO training

Mentoring Programs
- Mentoring program
- More face time with managers during field and facility tours with Fac. Reps.
- Provide program to allow Fac. Reps. to shadow site office managers to understand their jobs
- Succession planning

4. Rate the overall effectiveness of the DOE Facility Representative Program

Overall Evaluation (1-Poor, 2-Fair, 3-Good, 4-Very Good, 5-Excellent)

Average Rating: 3.8 (Very Good)

SUGGESTIONS FOR IMPROVEMENT

Reduce administrative duties to allow Fac. Reps. to spend more time in the field
- Remove/Balance outside/collateral duties to improve time in field
- Reduce "other" duties so Fac. Reps. can spend more time doing field oversight
- Streamline reporting requirements to improve time in field
- More staffing

Cross training experiences at other sites and facilities
- Short exchange visits between sites
- Assist other sites on ORRs and other evaluations
- Use Fac. Reps. to assist in assessments of Fac. Rep. programs at other sites
- Cross-Facility/site experience

More Interaction between Managers and Fac. Reps. to Clarify Expectations

- Manager/Fac. Rep. agreement on coverage and expectations
- Put Fac. Rep. supervisors in the field where the work is
- HQ program sponsors need to spend more time in the field
- Understand Role of Fac. Reps.
- Recognize contributions of good Fac. Reps.

Improve Training and Qualification Process

- Dedicated training group
- Get people qualified quickly
- Standard qualification process across complex – to support moves across complex
- Additional training dollars needed to keep current.

Improve Interface between Fac. Reps. and SMEs

- SME training for Fac. Reps.
- More Interface with SMEs

Continue to Build and Improve Fac. Rep. Program Infrastructure

- Continue to maintain and build the web-site as a strong shared resource
- Use web-site to share lessons learned
- Expand and revise performance indicators

FACILITY REPRESENTATIVES WORKSHOP SURVEY RESULTS

Total Responses	55
Facility Representative Responses	46
Non-Facility Representative Responses	9

Survey Question 1: In what capacity are you attending ?

I am a Facility Representative	46
I have programmatic responsibilities for FRs	10
I am also a Speaker/Panel Member	5

Survey Question 2: Generally how informative and interesting did you find each session of the Workshop ?
(A score of 5.0 is extremely informative and interesting, 0.0 is not informative and interesting)

Day 1 Topics	*Number of Responses*	*Average Score*
Keynote Address	55	3.8
Management Panel	55	3.9
DOE Executive Safety Conference Actions	50	3.5
Supporting World Trade Recovery Efforts	39	3.2
Small Group Discussions	53	3.7
Day 2 Topics		
Role of Fac Reps & Challenges at Closure Site	47	3.7
Re-engineering Efforts within NNSA	50	3.5
Fac Rep Panel	46	3.7
Lessons Learned from D & D Activities	48	3.8
Working Relationships Between Fac Reps & SMEs	47	3.3
Incentives Used at Sites	49	3.8
Criticality Accidents—Lessons Learned	47	4.2
B/O Performance Initiative	21	3.7
B/O DNFSB 2000-2 Activities	34	3.1
B/O Plutonium Stabilization & Packaging System	13	4.0
B/O SRS Staffing Analysis Process & Results	34	3.8

Day 3 Topics	*Number of Responses*	*Average Score*
Having a Sustainable Program	44	3.7
Expanding Facility Representative Experience Base	43	3.4
Improving Technical Competence & Proficiency	38	3.9
Leadership Development Panel	31	3.9

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

	Yes	*No*
Facility Representative	91%	9%
Field Office Personnel	82%	18%
DOE Managers	75%	25%
HQ Personnel	80%	20%

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

- Hotel was excellent, however, there are few places to eat nearby. Need a car, bus or walk to get there.
- Thanks for a great event
- Have copies of slides/OH available, slides are not legible -- use larger font, need 10 min breaks every hour, over all -- good job
- Excellent workshop! Always learn a lot. The Sec & Asst Sec videos were a very nice touch. Roy's involvement is key. He adds important perspective about the program.
- Well done -- another outstanding workshop. Excellent for networking. Get more site managers involved. More time on best practices and lessons learned.
- How about some presentations on what makes a "great" facility rep. And tools to help you be "great". More discussion on FR issues web site discussion forum for information.
- The conference was very motivating and encouraging.
- I really enjoy this meeting. This is the second time I have attended. I think the greatest benefit is that the meeting inspires me to do my job better. I like the meeting format: 2-1/2 days of meetings plus a 1/2 day field trip is great. I also really like this particular hotel. The meeting facilities are nice and the rooms and service are excellent.
- Make it mandatory for all FRs & provide the necessary funding to support all FR attendance.
- More discussion on the program development and direction. How are we as a group progressing to make the overall program better.

Survey Question 4: Do you have any suggestions for improving the Workshop (continued)

- Generally effective conference. Aside: while management can support the function and purposes of Fac Reps, they don't always take steps to ensure pay equity "due to budgeting constraints".
- No. All presentations were good and all presenters were well prepared.
- Please schedule in late May or early June!
- You could consider beginning Tues noon - Thurs noon. This would allow Tues a.m. for travel; however, as long as FR Sups allow FRs to attend, current format appears to work. Some FR sups may prefer, and like increasingly support, an agenda that limits FC absence to 2 days from the site. This would enhance FR meeting participation.
- The presentation of D&D at Rocky Flats was very interesting. I would personally like to see more presentations on actual work at sites (with photos) and would be interested in giving such a presentation also to my site.
- There have been some comments regarding when the workshop would be best. Several have indicated the week before the holiday (in May) would be better than the same week as the holiday, as it was this year.
- Begin inviting SMEs and interns to keep (or open) the pipeline for new blood. Would like open forum (PIT) to address performance measures.
- Very well organized workshop, good hotel selection. Enjoy hearing from senior management. Continued site managers attendance nice/different managers each year or two. Topic suggestions:
    1. minimizing qualification time,
    2. performance indicator analyses (contractor work),
    3. readiness review process responsibilities - FROS PM, and
    4. core technical group.
- Anonymously poll participants -- share results on frustrations. Allow more opportunities for participants to share good ideas from their sites.
- Need to have more small group projects/workshops. There was too much if an NNSA focus this year. Need to talk about the rest of DOE too.
- Schedule something pertinent to how FR perform their job (i.e. Something I could take back to work and use) next year. More info on upcoming changes in programs, Orders & Directives, etc.
- "Having a sustainable program" 2/3 of brief was demeaning message to FRS. Suggest every 3 years in DC to get DOE involvement.
    1. during small group breakouts, incorporate manager and HQ types into other groups,
    2. next meeting - suggest 1/2 day on potential career paths, management development,
    3. invite SMEs to next meeting, and
    4. work on collecting/condensing/typing pertinent "small discussion" results to give to the FTCP for discussion/action.
- The purpose of the workshop (to improve FR performance) was not accomplished. I did gain any more tools for my FR toolbox.
- Keep moving conferences around the country so we can see other sites, facilities and operations
- Management should be present during feedback sessions -- specifically following the breakout sessions.

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

- It was great to see the senior mgmt support for the FR program at a few sites. I wish our site (LLNL) would appreciate the work their FRs provide.
- 1) Bring INPO back to discuss NRC reactor type performance metrics, 2) develop performance metrics for FR performance - process & options, and 3) review accidents & near misses of past year - presentation.
- Incorporate team building and maybe some management skills training/exercises into the conference. Get rid of "suits" reading slides to us. More interactive activities less static activities. Don't just tell us to "plan our
- Would like to see more information on promotion. Maybe have people who have left FR positions and moved on. Invite SME to the FR meeting. More interaction needed.

Survey Question 5: Where would you like to see future workshops held?

	1st choice	*2nd choice*	*3rd choice*	*4th choice*	*5th choice*	*6th choice*	***Average***
# Answered	54	46	45	44	45	43	
Chicago	1	2	7	7	11	16	4.7
San Francisco	14	11	11	4	4	2	2.5
Denver	6	10	9	13	6	2	3.1
Santa Fe	4	12	6	12	8	3	3.4
Las Vegas	25	9	7	3	4	4	2.3
Washington, DC	4	2	5	5	12	16	4.5

1st choice: Las Vegas
2nd choice: San Francisco

FACILITY REPRESENTATIVES WEB SITE SURVEY RESULTS

Total completed surveys-68

1. **Are you a Facility Representative?**

(a) Yes	55 (81%)
(b) No	13 (19%)

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

(a) Yes	67 (99%)
(b) No	1 (1%)

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

(a) Less than once a month	17 (25%)
(b) Once a month	20 (29%)
(c) 2-3 times a month	19 (28%)
(d) 5 or more	11 (16%)
(e) Never	1% (2%)

4. **Which sections of the website do you generally use?**

(a) DOE Safety Links	52 (76%)
(b) Program News	50 (74%)
(c) Steering Committee Listing	8 (12%)
(d) Current Facility Representative	50 (74%)
(e) Program Information	63 (93%)

5. **How useful do you find the feature of Alphabetical Listing of DOE Facility Representatives with their bios?** *(out of 67 responses)*

(a) Extremely useful	7 (11%)
(b) Generally useful	33 (49%)
(c) Not useful	4 (6%)
(d) Never used it	23 (34%)

6. **In response to last year's survey a special section of "Subject Matter Links" was added to the Web Site. This section contains links to a variety of technical subject areas. How useful has this section been to you?** *(out of 66 responses)*

(a) Extremely useful	7 (11%)
(b) Generally useful	27 (41%)
(c) Not useful	2 (3%)
(d) Never used it	30 (45%)

7. **Which of the following features do you think will be useful for FacReps?** *(out of 63 responses)*

(a) List Serve (Facilitates e-mail discussions among people subscribing to the list)	2 (3%)
(b) Discussion Board (Section on the web to post questions or comments on a topic)	19 (30%)
(c) Any of the above	37 (59%)
(d) None needed	5 (8%)

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

- Post site information on website, such as procedures, pictures, items of FR interest regarding site activities. It needs to be developed for encouraging greater FR discussion between sites.
- Establish a topic of the month, such as (RAD safety for glove boxes) or EXIT/EGRES Requirements. Have detailed information on each of these narrow band subjects to guide FR's to use for narrow band assessments or topic refreshers.
- Links with HQ Experts for clarification of DOE policy. Such interpretations of the orders should be applied at the field with the same rigor as a DOE order.
- A secure site for discussion would be helpful-Facrep access only.
- Add training modules for the functional area Qualification Standard. (Kind of a web based CBT) In addition to FR vacancy announcements why not add "management" vacancy announcements.
- How about posting a recommended reading list for technical and management material to help enhance FR self study opportunities.
- "On the Horizon" type info for the program or available jobs.
- Continue to build info under "subject matter links".
- List of SME's for each vital safety system at each facility.
- Discussion board is a good idea, a list serve would generate too much unwanted e-mail. The Board would allow idea exchange without the e-mail burden.
- I would like some information on training available for FACREP monitoring explosive testing facilities. Likewise lessons learned information on facilities like BEEF at Nevada Test site, PANTEX and Los Alamos.
- I like the idea of testing future training opportunities on the site.
- Readiness assessment and operational readiness review, electronic documents such as CRADs, reports from past reviews and examples of startup.
- List of training courses. Lessons learned. Add DNFSB site Rep reports. Look at emerging ISM links.
- Limit access to Facrep.org to DOE complex.
- Good Site for FR's Thank you.
- Useful for me as is.

COMBINED STEERING COMMITTEE AND SPONSOR MEETING

LAS VEGAS, NEVADA

MAY 29, 2002

Attendees:

John Evans, S-3.1 HQ
Jody Eggleston, AL
Fred Bell, OLASO
Gary Schmidtke, OKSO
Bob Seal, ID
Joe Voice, RL
Lloyd Piper, RL
Roger Quintero, RL
Jeff Parkin, RFFO
Emil Morrow, NNSA HQ
Karl Moro, CH
Richard Scott, OAK
Rick Daniels, OR
Tim Noe, OR
Mike Woods, OR
Tyrone Harris, OR
Bob Poe, OR
Robert Edwards, SR
Joe Arango, EM HQ
Ed Tourigny, NE HQ
Herb Bohrer, ID
Chris Bosted, ORP
Ken Ivey, YSO
Ted Wyka, S-3.1 HQ
Jay DeLoach, DNFSB Staff
Bob Lewis, DNFSB Staff

Topics Discussed:

Topic 1: Analysis of Fac Rep Program Staffing & Qualification Goals
This topic included a discussion on the Facility Representatives Performance Indicators (PIs) and whether it would be appropriate to change target DOE goals for the Staffing and Qualification PIs. The Staffing goal is 100%. Staffing percentage remained at 93% in the January - March 2002 quarter. This was the same as the previous quarter and represented the highest level achieved in the program. Attendees were asked for their opinions on if it would be appropriate to establish a Staffing goal other than 100%. A large number of attendees expressed concern about lowering the goal below 100%. In the opinion of most of the attendees, the Staffing goal should remain at 100%. Further discussions will occur during Steering Committee meetings on the appropriateness of changing the Qualification goal of 75%.

Topic 2: List of Useful Training Courses
A list of training courses for Facility Representatives will be developed and put on the Facility Representative web site. The intent is to have a single location for information on training useful to Facility Representatives. The list will be comprised of two parts. The first part will have training useful for Facility Representatives during qualifications. The second part will have training useful for qualified Facility Representatives to become more proficient in their job and to expand their knowledge base.
Action: Steering Committee members provide names of training courses to John Evans **Due Date**: June 21, 2002

Topic 3: Computer-based Training Modules Status
Efforts continued to determine the best application of the computer-based training (CBT) modules that are available from a private vendor. DOE-AL and DOE-SR have purchased the CBT modules and currently use them in their training and qualification process. In April and May 2002 several field offices ordered sample CBT modules to evaluate the suitability of using the modules in their Facility Representative qualification program. Only one field office expressed a desire to obtain and use CBT modules in its qualification program - OAK. Based on this response, it was determined that an overall procurement of new CBT modules for Department-wide use was not appropriate for the projected cost - about $1.2M. OAK is still interested in using the modules and is looking into another alternative in which modules are available from the vendor over the Internet for a usage fee. This option would be considerably cheaper than buying a complete set of CBT modules for $40,000. Other sites expressed interested in this option.

Topic 4: Radiological Assessors Course Openings
Openings exist for the Radiological Assessors Course from July 15 -19, 2002 in Las Vegas, Nevada. Anyone interested in attending the course should contact Freddy Gray at 865-576-0029.

Topic 5: Field Offices' A-76 Submittal
DOE-RL Facility Representative Sponsor Lloyd Piper asked attendees if they were familiar with the annual A-76 workforce analysis and submittal and how Facility Representatives were designated in the submittal. Several sites provided feedback to Lloyd on their A-76 submittals.

Topic 6: New Fac Rep Functional Area Qualification Standard & Qual Card
All attendees were reminded that the new Facility Representative Functional Area Qualification Standard has been published in the DOE Technical Standards system as DOE-STD-1151-2002, *Facility Representative Functional Area Qualification Standard*. A qualification card template has been developed based on the new qual standard. Both DOE-STD-1151-2002 and the new qual card template are available on the Facility Representative web site.

Site Discussions:

DOE-CH recently hosted an assessment by the Office of Independent Oversight and Performance Assurance (OA) at Argonne Area Office - East. CH is close to having 100% of its Facility Reps qualified and expects the remaining 4 unqualified Fac Reps to soon become fully qualified.

DOE-ID mentioned that they are having challenges with the oversight of fixed price contracts. This will be a topic in the June Steering Committee meeting.

DOE-KSO is going through a process of realigning Facility Representative duties and assignments.

DOE-NV expects to have all of its Facility Representatives qualified by December 2002. The office has numerous ORRs and RAs scheduled for this year and is looking for any interested Facility Representatives to assist. DOE-NV plans to update its staffing analysis this year. There are several potential new DOE projects that will possibly be located at NTS which may cause a need for increased Facility Representatives.

DOE-OAK is contemplating reducing oversight of the contractor through various mechanisms. Also, pass/fail system of evaluation is difficult to use to base performance awards on.

DOE-OR recently completed an assessment of the ORO-EM Facility Representative program. There were recommendations issued in the assessment report and EM plans to respond to them formally. During the week of June 10th, there will be an assessment of the ORO-SC Facility Representative program.

DOE-RFFO is very interested in DOE efforts regarding the transportability of qualifications and stressed the need for agreement between Steering Committee members on the transportability of quals. It was mentioned that the General Technical Base (DOE-STD-1146-2001) and Facility Representative Functional Area Qualification (DOE-STD-1151-2002) standards contain the "transportable" competencies of the Facility Rep qualification process. Site- or facility-specific competencies would not necessarily be transportable. It was recommended that field offices ensure their qualification standard competencies align with those in the General Technical Base and Facility Representative Functional Area Qualification standards to ensure transportability.

DOE-RL is undergoing reorganization and new Facility Rep Sponsor and Steering Committee members will soon be named. DOE-RL is in the process of rotating Facility Representatives to different facilities to cross train and to improve overall coverage. DOE-RL recently completed justification for retention allowance and offers to email information to anyone interested in the process. DOE-RL requested lines of inquiry for self-assessment. DOE-ORO volunteered to provide.
Action: Tyrone Harris, DOE-ORO, provide sample lines of inquiry to Roger Quintero, DOE-RL
Due Date: July 2002

DOE-YSO is having serious delays in the PSAP program for its Facility Representatives. Any Facility Rep who has not completed the PSAP process is not allowed unencumbered access to all facilities. This was mentioned in the workshop general session and John Evans was going to follow-up with headquarters personnel.
Action: John Evans
Due Date: July 2002

REFERENCE INFORMATION

FACILITY REPRESENTATIVE PROGRAM SPONSORS

Office	Name	Title	Phone
AL	Larry Kirkman	Assistant Manager, Office of Safety and Security	505-845-6121
CH	Carson Nealy	Group Manager, Technical and Administrative Services	630-252-2004
ID	Bob Stallman	Deputy Assistant Manager for Operations	208-526-1995
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
YSO	Ken Ivey	Operations Management Division Director	865-574-0277

FACILITY REPRESENTATIVE STEERING COMMITTEE

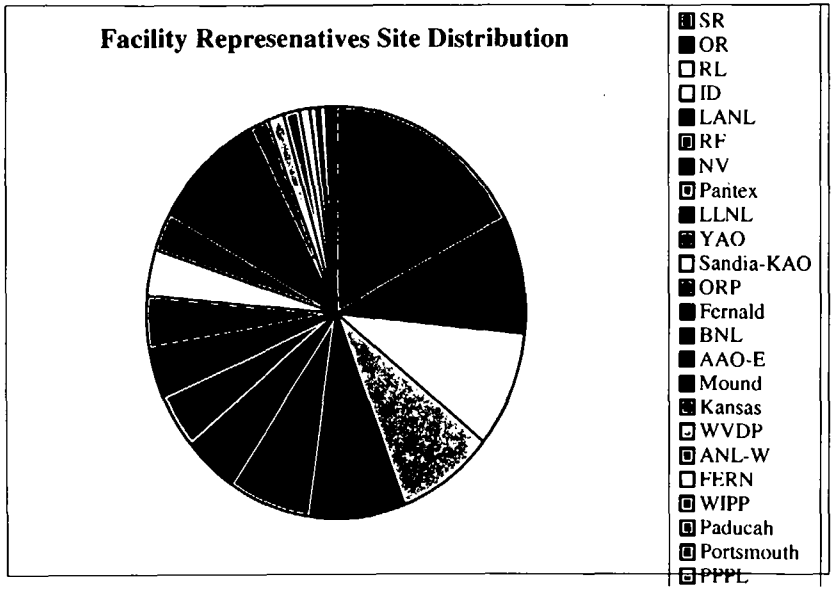
Office	Location	Name	Phone Number	Mail
AL	OASO	Earl Burkholder	806-477-3170	eburkhol@pantex.com
AL	OPS	Jody Eggleston	505-845-5623	jeggleston@doeal.gov
AL	OASO	Dennis Kelly	806-477-7161	dkelly@pantex.doe.gov
AL	OKCSO	Michael Roberts	816-997-3908	mroberts@kcp.com
AL	OKSO	Gary Schmidtke	505-845-6192	gschmidtke@doeal.gov
AL	OLASO	Joe Vozella	505-665-5027	jvozella@doeal.gov
CBFO	WIPP	Donald Galbraith	505-234-8365	don.galbraith@wipp.ws
CH	PAO	Leif Dietrich	609-243-3759	Ldietrich@pppl.gov
CH	BAO	Maria Dikeakos	631-344-3950	dikeakos@bnl.gov
CH	AAO-W	Mark Holzmer	208-533-7446	mark.holzmer@anlw.anl.gov

FACILITY REPRESENTATIVE STEERING COMMITTEE, continued

Office	Location	Name	Phone Number	Mail
CH	OPS	Karl Moro	630-252-2065	karl.moro@ch.doe.gov
CH	AAO-E	Roxanne Purucker	630-252-2096	roxanne.purucker@ch.doe.gov
ID	OPS	Bob Seal	208-526-7856	sealrc@id.doe.gov
NV	OPS	Timothy Henderson	702-295-1988	hendersont@nv.doe.gov
OAK	OPS	Richard Scott	925-423-3022	richard.scott@oak.doe.gov
OH	WVDP	T.J. Jackson	716-942-2135	timothy.j.jackson@wv.doe.gov
OH	FIELD	Michael Jordan	937-865-3589	michael.jordan@ohio.doe.gov
OH	FERN	David Kozlowski	513-648-3187	david.kozlowski@fernald.gov
OH	MBG	Jack Zimmerman	937-865-4640	jack.zimmerman@ohio.doe.gov
OR	HFIR	Rick Daniels	865-574-9143	e29@ornl.gov
OR	OPS	Tyrone Harris	865-576-0953	harrist@oro.doe.gov
OR	EM	Timothy Noe	865-576-0963	noetd@oro.doe.gov
OR	Y-12	Steven Wellbaum	865-574-3963	wellbaumse@oro.doe.gov
ORP		Chris Bosted	509-376-2223	c_j_chris_bosted@rl.gov
RF	FIELD	Jeff Parkin	303-966-6685	jeffry.parkin@rf.doe.gov
RL	OPS	Roger Quintero	509-373-0421	roger_a_quintero@rl.gov
SR	OPS	Robert Edwards	803-952-4630	robert-e.edwards@srs.gov
SR	OPS	Larry Hinson	803-952-2643	larry.hinson@srs.gov
SR	OPS	Carroll McFall	803-952-4478	carroll.mcfall@srs.gov
SR	OPS	Teresa Tomac	803-208-2644	teresa.tomac@srs.gov
HQ	S-3.1	John Evans	202-586-3685	john.evans@eh.doe.gov
HQ	FE-42	Casimiro Izquierdo	202-586-9353	casimiro.izquierdo@hq.doe.gov
HQ	NA-3.6	Emil Morrow	202-586-5530	emil.morrow@nnsa.doe.gov
HQ	SC-83	Ray Schwartz	301-903-4909	ray.schwartz@oer.doe.gov
HQ	NE-40	Edmond Tourigny	301-903-3679	edmond.tourigny@hq.doe.gov
HQ	ME-511	Craig West	202-287-1637	craig.west@hq.doe.gov

FACILITY REPRESENTATIVE STATISTICS

ACTUAL STAFFING (AS OF 3/31/02)



Savannah River Operations Office	SR	39
Oak Ridge Offices (EM, HFIR, ORNL, REDC)	OR	21
Richland Operations Office	RL	20
Idaho Operations Office	ID	19
Office of Los Alamos National Laboratory	LANL	18
Rocky Flats Field Office	RF	16
Nevada Operations Office	NV	10
Pantex Plant-OASO	Pantex	10
Lawrence Livermore Area Office	LLNL	9
Y-12 Area Office	YAO	9
Kirtland Area Office-OKSO	Sandia-KAO	8
Office of River Protection	ORP	7
Ohio/Fernald Environmental Management Field Office	Fernald	6
Chicago/Brookhaven National Laboratory	BNL	6
Chicago Area Office	AAO-E	5
Ohio/Mound Plant, Miamisburg	Mound	4
Office of Kansas City Site Operations	Kansas	4
Ohio/West Valley Demonstration Project Area Office	WVDP	3
Chicago/Argonne National Laboratory - West	ANL-W	3
Chicago/Fermald Area Office	FERN	2
Carlsbad Area Office - W.I.P.P.	WIPP	1
Oak Ridge/Paducah Site Office	Paducah	1
Oak Ridge/Portsmouth Site Office	Portsmouth	1
Chicago/Princeton Area Office	PPPL	1
Chicago/Ames	AMES	1
	TOTAL	**224**

Department of Energy
Washington, DC 20585

May 24, 2002

MEMORANDUM FOR DISTRIBUTION

FROM: John Evans, Facility Representative Program Manager

SUBJECT: Facility Representative Program Performance Indicators Quarterly Report

The Facility Representative Program Performance Indicators (PIs) Quarterly Report is attached covering the period from January to March 2002. Data for these indicators are gathered by Field elements quarterly per the Facility Representatives Standard, DOE-STD-1063, and reported to Headquarters program offices for evaluation and feedback in order to improve the Facility Representative Program. The definitions of the PIs from the Standard are also attached for your use in evaluating the data.

The staffing percentage remained at 93% for this quarter, which is the same level as the previous quarter but is up from 90% in March 2001. The percentage of fully qualified Facility Representatives was 78%, which is up from 71% from March 2001. Both the staffing and the qualification percentage numbers for this quarter are at the highest levels in the three years since tracking commenced.

These PIs provide valuable measures of the effectiveness of the Facility Representative Program across the complex. These indicators should be used to guide future actions to correct weaknesses and further strengthen the role of the Facility Representatives in the Department goal of conducting work safely.

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

Attachments

PERFORMANCE INDICATOR QUARTERLY REPORT

JANUARY—MARCH 2002

Ops Office	Area Office	Analysis	FTEs	Staffing	% Staffing	Attrition	% Core Qual	% Full Qual	% Field Time	% Oversight Time *
AL	OASO	15	13	10	67	0	100	60	40	70
AL	OKCSO	4	4	4	100	0	75	50	15	40
AL	OKSO	12	11	8	67	2	75	50	36	66
AL	OLASO	19	19	18	95	1	83	56	49	80
CBFO	FIELD	1	1	1	100	0	100	100	60	65
CH	AAO-E	5	5	5	100	0	100	100	40	75
CH	AAO-W	3	3	3	100	0	100	100	27	64
CH	AMES	1	1	1	100	0	100	100	33	93
CH	BAO	6	6	6	100	0	100	50	20	47
CH	FAO	2	2	2	100	0	50	50	50	80
CH	PAO	1	1	1	100	0	100	100	42	77
ID	OPS	17	17	19	112	0	95	95	40	79
NV	OPS	12	12	10	83	0	90	50	40	65
OAK	OPS	10	10	9	90	1	100	44	44	72
OH	FERN	6	6	6	100	1	100	100	41	70
OH	MEMP	4	4	4	100	0	100	100	44	71
OH	WVDP	2	3	3	150	0	100	100	50	61
OR	EM	20	17	17	85	0	76	76	28	41
OR	NE	5	4	4	80	0	100	75	65	78
OR	ORNL	3	2	2	67	0	100	50	66	79
OR	YAO	11	9	9	82	2	44	44	51	83
ORP	FIELD	7	7	7	100	0	100	100	46	73
RF	FIELD	15	15	16	107	0	88	88	55	75
RL	OPS	21	21	20	95	0	100	100	46	76
SR	EM	36	36	36	100	0	97	94	48	89
SR	NNSA	3	3	3	100	0	100	100	42	72
	Totals:	241	232	224	93	7	90	78	43	73
	DOE Goals:	-	-	-	100	-	-	>75	>40	>60

* % Oversight Time includes % Field Time

FACILITY REPRESENTATIVE ACCOMPLISHMENTS

NNSA Sites

- At OASO, an FR identified weaknesses with the M&O Contractor's conduct of pre-shift briefings.
- At OKCSO, based on observations by a Facility Representative, building settlement benchmarking was re-instituted to prevent potential damage to parts of the main building.
- At OKSO, several FRs completed fieldwork on a joint hoisting and rigging safety surveillance at SNL, and some FRs took the lead in developing sections of the 2001 Performance Analysis Matrix of SNL to document ES&H performance data.
- At OLASO, an FR served as the Senior Advisor for the Readiness Assessment on the DAHRT Injector Hi-Pot. Several FRs performed a gap analysis and verification walkdowns supporting the contractor's efforts to implement Conduct of Operations at LANL.
- At LLNL, an FR worked closely with LLNL staff conducting dry runs and improving pre-job planning in preparation for removing contaminated HVAC piping from a plutonium facility.
- At SR-NNSA, an FR noted several problems with the installation of a radiological containment hut in 233H. These problems were corrected prior to the use of the hut.
- At YAO, FRs oversaw the successful preparation and restart of pyrophoric material processing to place material in a stable, useable form. FRs also oversaw the successful preparation and restart of a uranium-oxide handling glovebox. This restart placed an operation in a glovebox that was previously performed in an open hood. This was done at the suggestion of an FR to reduce worker uptakes and personal protective equipment requirements.

EM Sites

- At CBFO, the FR ensured that the contractor's initial and ongoing actions would fully comply with the Mine Safety and Health Administration regulations for limiting the airborne concentration of total carbon.
- At ID, three FRs - Brad Davis, Nicole Hernandez, and Jerry McNew - participated on a joint DOE and Contractor assessment team that performed a two-week detailed evaluation of 100 completed Maintenance Works Orders to determine the status of implementation of a revised work control process.
- At OH-MEMP, an FR enhanced radiological safety during the removal of high hazard tritium double-contained lines by emphasizing crimping lines before cutting, quickly isolating and sealing cut lines, and holding piping on non-cut end to reduce possible contamination spread.
- At OH-WVDP, FRs continue to provide critical oversight of contractor activities in support of flushing and shutdown of the High-Level Waste Vitrification Facility.
- At ORO-EM, several FRs are participating on assessment teams to review safety basis issues raised recently by the Defense Nuclear Facilities Safety Board. Some Facility Representatives have been temporarily reassigned to work safety basis issues full time until expertise can be obtained.
- At ORP, FRs identified that on some older safety-significant high-level waste transfer leak detection panels, personnel performed unauthorized and undocumented "pre-conditioning" of the equipment in an attempt to make it pass the quarterly TSR functional testes. Contractor management took immediate action to determine extent of this practice and reinforce with staff the purpose of properly performing TSR surveillance tests.
- At RL, 10 FRs supported a sitewide assessment of the contractor Quality Assurance Program, including one FR as the assessment team leader. Three FRs performed a set of surveillances on conduct of engineering and design control at the SNF Project at the request of the Project Office.
- At SRS, an FR discovered an inadequate lockout on a facility steam system that resulted in stopping all work under the lockout until corrected. An FR found areas where unmonitored personnel could receive more than 100 mrem/year. The contractor confirmed the readings, issued dosimeters to affected personnel, performed a dose estimate, changed site procedures for radiological postings in these areas, and issued a Problem Identification Report.

SC Sites

- From the Chicago Operations Office, FRs identified procedural inadequacies at the ANL-W Zero Power Physics Reactor, which resulted in a shutdown. Significant improvements were made in surveillance procedures, Technical Specifications, and Conduct of Operations. A BAO FR raised management awareness of a flooded radioactively contaminated basement. Further actions eliminated environment release risk.

DESCRIPTION OF FACILITY REPRESENTATIVE PROGRAM PERFORMANCE

STAFFING			
TYPE	**INDICATOR NAME**	**HOW TO CALCULATE**	**GOAL**
DOE-wide	% Staffing -- Staffing analysis positions -- Approved FTE staffing -- Actual filled staffing	Number of FacRep positions filled --- Number of FacRep positions *	100% of [#FacReps] * per DOE-STD-1063-2000 staffing analysis
DOE-wide	Attrition	Number of FacReps leaving the program this quarter.	N/A

TRAINING AND QUALIFICATION			
TYPE	**INDICATOR NAME**	**HOW TO CALCULATE**	**GOAL**
DOE-wide	% of FacReps Core Qualified	Number of FacReps Core Qualified --- Number of FacReps	None specified
DOE-wide	% of FacReps Fully Qualified	Number of Fully Qualified FacReps --- Number of FacReps	Greater than 75%

FULFILLING THE FACILITY REPRESENTATIVE ROLE			
TYPE	**INDICATOR NAME**	**HOW TO CALCULATE**	**GOAL**
DOE-wide	% Field Time (FacRep % time spent in the plant/field on plant walkthroughs, surveillances, assessments, etc.) Overtime/comptime hours count in both the numerator and denominator	Average number of hours spent in the plant/ field this quarter --- Number of available work hours this quarter*	Greater than 40% * Denominator only includes number of hours expected by DOE-STD-1063-2000, if the FacRep is a part-time FacRep.
DOE-wide	% Oversight Time (FacRep % time spent performing contractor oversight which includes time in plant/field as above, and procedure reviews at desk, ORPS activities at desk, etc.) Overtime/comptime hours count in both numerator and denominator	Average number of hours FacReps spend performing contractor oversight this quarter --- - Number of available work hours this quarter*	Greater than 60% * Denominator only includes number of hours expected by DOE-STD-1063-2000, if the FacRep is a part-time FacRep.

FACILITY REPRESENTATIVE PROGRAM ACCOMPLISHMENTS			
TYPE	**INDICATOR NAME**	**HOW TO CALCULATE**	**GOAL**
DOE-wide	Accomplishments	Any accomplishments of note during the quarter	None specified