
Energy Facility Contractors Group (EFCOG)
Integrated Safety Management (ISM)
Working Group

**Annual Report
Calendar Year 2001**



March 2002



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Energy Facility Contractor Group (EFCOG) Integrated Safety Management (ISM) Working Group

Calendar Year 2001 Annual Report

I. Purpose

The Vision of the Integrated Safety Management (ISM) Working Group is to be recognized by DOE, and within EFCOG, as a driving force for Complex-wide performance improvement.

The purpose, as documented in the [Charter](#)¹, remains to promote excellence in the development, implementation and validation of ISM programs and processes by sharing information and lessons learned, and, by facilitating in the application of ISM information, techniques and Best Practices at DOE sites.

II. Membership

The Working Group is composed of six Subgroups focusing on specific ISM topical areas. Membership on the [Working Group](#) and Subgroups includes representatives from the primary DOE sites and 25 EFCOG Member Companies.

To ensure the Working Group continues to include a focus on industry best practices and lessons learned, liaison membership has been established with the Institute of Nuclear Power Operations (INPO), the DOE National Environmental Training Office (NETO), and the National Laboratories Improvement Council (NLIC). The Working Group has established effective horizontal communications with the other key Working Groups.

A summary of the Working Group composition leadership and structure is provided in Attachment 1.

III. Objectives

The primary objectives of the Working Group are to:

- Promote, coordinate and facilitate the active exchange of successful programs, practices, procedures, lessons learned and other pertinent information of common interest to ISM.

¹ Throughout this report, hyperlinks (indicated by underlined text) are included to link to key information or references on the EFCOG Home Page or other Internet locations. The hyperlinks are active on the electronic copy of this report. A listing of links is provided in Attachment 2 of this Annual Report.



- Promote ISM awareness and understanding by sharing management and technical information.
- Facilitate integration of existing environment, safety and health (ES&H) processes and work practices within the framework of ISM.
- Identify streamlined techniques and “Best Practices” that enable cost-effective and accelerated implementation of validated ISM processes and programs.
- Facilitate coordinated contractor input to DOE on ISM-related issues.
- Provide an efficient mechanism for DOE interface with senior contractor executives and subject matter experts responsible for development, implementation and continuous improvement of ISM.

IV. Achievements and Results Completed in 2001

A. Working Group Achievements and Results Completed in 2001

- Semi-annual Work Group/Subgroup meetings were held in [Las Vegas](#) (3/01) and Oak Ridge (10/01). The meetings were conducted at DOE facilities to minimize costs. Key external customer and subject matter expert participation ensured the meetings were addressing current DOE and industry issues.
- Provided substantial planning and leadership to the proposed December ISMS Workshop scheduled for Las Vegas (subsequently cancelled by DOE HQ due to uncertainties following the September 11 attacks).
- Conducted four conference calls and two in-person meetings to obtain periodic reports and share lessons learned.
- Supported EFCOG corporate objectives to ensure ISM was properly addressed as one of EFCOG's critical focus areas.
- The ISM WG Lessons Learned Task Group was consolidated into the Assessment/Corrective Action SG.
- A new Task Group was established to serve as a forum for senior contractor QA managers. Representatives from this Task Group presented summary findings from the Defense Nuclear Facilities



Safety Board (DNFSB) series of three public meetings on QA in DOE.

- An [Integrated Project Schedule](#) was established and implemented to manage all Work Group and Subgroup activities.
- Strong corporate sponsorship continues with the DOE HQ ISM Director.
- Liaisons continue with the Institute of Nuclear Power Operations (INPO), the National Environmental Training Office (NETO)², and the National Laboratory Improvement Council (NLIC).

B. Subgroup Achievements and Results Completed in 2001

[Feedback and Improvement \(formerly Assessments Processes\)](#)

Conducted a one-day meeting in Las Vegas in conjunction with the ISM EFCOG WG spring meeting with seven meeting participants. The meeting updated the group charter and completed their review of the INPO document *Principles for Effective Self-Assessment and Corrective Action Programs*. This document was highlighted to the EFCOG Executive Directors at the 2000 Annual Meeting.

- Merged the Lessons Learned Task Group into the Assessment/Corrective Action Processes subgroup to form the Feedback and Improvement Subgroup.
- Conducted a two-day meeting in Oak Ridge (October 10 –11) with over 30 participants from 10 EFCOG member companies, the Institute of Nuclear Power Operations (INPO), and DOE. Topics of the meeting discussed included
 - Assessment management & integration
 - Issues management
 - Line management accountability
 - Assessment-related tools
 - Assessor training & qualification
 - Budgeting for assessments
- Several subgroup members identified Feedback and Improvement (F&I) tools to be shared with others. Ten F&I-related tools were provided to all subgroup members


[Environmental](#)

² Note: NETO was discontinued in CY 2001 due to lack of funding from DOE.



- Conducted a subgroup meeting in March at Las Vegas in conjunction with the ISM EFCOG WG meeting. Twenty-four participants worked issues such as the [Executive Order 13148](#) on Environmental Management Systems and the associated draft DOE Order 450.1. DOE and the SG worked together to develop a method to complete the required agency-wide Environmental Management System assessment required by the Executive Order.
- Conducted a Subgroup meeting in conjunction with the DOE-HQ [Pollution Prevention Conference](#) in Albuquerque in June.
- Coordinated with DOE and EFCOG Member Companies to develop processes to enhance the Environmental Management Systems component of the ISMS to meet the intent of Executive Order 13148 and DOE O 450.1.
- Provided input to DOE on Order 450.1 (revision to DOE Order 5400.1).
- Provided input to DOE on a pollution prevention performance indicator.
- Strengthened reporting of environmental Lessons Learned in the [DOE Lessons Learned database](#). Completed an evaluation to determine why there exists a notable absence of environmental Lessons Learned in the database
- Partnered with the DOE [Pollution Prevention](#) leadership to improve worker involvement in the environmental management system component of the ISMS.

[Occupational Safety and Health \(OSH\)](#)

-  Conducted two-day meeting (March 2001) in Las Vegas with 25 participants representing 17 EFCOG Member Companies. The Chair and Vice Chair reported on successful efforts to establish a broad base of support across the OSH disciplines for this SG. Current emphasis centers on Radiation Protection, Industrial Hygiene, and Industrial Safety. Occupational Health joined the WG at the August meeting and became an authorized Task Group.
- Shared Lessons Learned on data requests and implementation issues associated with the [Energy Employees Compensation Act](#).



- Added [Occupational Medicine](#) as a focus area within the OSH Subgroup.

Developed an ergonomic “tool kit” based on Lessons Learned to help people better manage this increasing class of injuries.

- Coordinated with the EFCOG Safety Analysis Working Group (SAWG) to share Lessons Learned on methods for using the Uniform Building Code (UBC) as the foundation for a facility safety basis envelope.

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- Coordinated with the Price Anderson ([PAAA](#)) [EFCOG WG](#) on impacts of the [QA Rule](#) to radiological facilities and how this may affect other ES&H disciplines. Establish a liaison with the PAAA EFCOG.
- Shared Lessons Learned and Best Practices for contamination control and [release of recycled materials/scrap metal](#) in response to DOE HQ guidance.

[Performance Measurement](#)

- Conducted a one-day meeting in conjunction with the ISM EFCOG WG meeting in March in Las Vegas. Twelve people representing eight member companies were in attendance.
- Provided input on the DOE Performance Measures Program Plan. Provide input to refine and strengthen the set of DOE ISM performance measures.
- Continued to provide participation and liaison with the DOE HQ Performance Measurement Working Group in support of the development of corporate ISM metrics.

[Program Improvement](#)

- Recommended best practices for Information Management Systems and Training.
- Continued to solicit Best Practices throughout the Complex to develop an inventory of improvement ideas and successful practices for sharing with EFCOG member companies.



V. Expected Achievements for 2002

A. Working Group Expected Achievements for 2002

- Conduct two annual working meetings in the Spring and Fall to coordinate and facilitate Subgroup interaction and involvement.
- Support DOE in the development and execution of the next Complex-wide ISM Workshop.
- Provide contractor leadership for implementation of the DOE's QA initiatives as denoted by DOE HQ (R. Hardwick – Sponsor)
- Work with DOE's leadership for the Integrated Safeguards and Security Management (ISSM) program in an effort to leverage on-going ISM activities.

B. Subgroup Expected Achievements for 2002

Feedback and Improvement

- Conduct two annual meetings and continue to share good practices among the participating organizations and with DOE-HQ.
- Establish liason member with Society for Effective Lessons Learned (SELLS)
- Provide support to F&I-related actions from the DOE Executive Safety Workshop
- Develop white paper on Integration of Assessment Programs

Environmental

- Support review of DOE O 450.1 and associated guidance manual
- Support development of leading/lagging performance indicators relative to Environmental activities

Occupational Safety and Health (OSH)



- Perform survey of member company representatives that could support other company's self-assessments.
- Develop protocol for gaining professional society (CSP, CIH, CHP, etc.) Continuing Education Credits for subgroup participation.

Performance Measurement

- Re-establish sub-group and performance measure development activities supporting DOE sponsors and member companies.
- Broaden Subgroup responsibility to provide contractor leadership for implementation of the INPO based approach to Performance Metrics.

Program Improvement

- Continue to solicit and publish "Best Practices."
- Broaden scope of the Subgroup to include serving as the "Best Practices" focus group for all EFCOG Work Groups.

VI. Estimated Duration (Sunset Clause)

The role of the ISM Working Group is projected to continue to expand during 2002 and beyond. The Working Group will become the institutional group that promotes and sponsors ISM, including the related processes, across the DOE complex and among EFCOG Member Companies.

VII. Cost/Benefit Determination

During this year, the positive impact of the Working Group to the customer was continued through the various participating contractor operations. Sharing of ISM processes and practices which were made available for implementation at the various sites, resulted in cost savings to all Member Companies. Additionally, to minimize costs, information-sharing activities of the Working Group were accomplished concurrent with support provided to DOE in their ISM Lessons Learned Workshops and via electronic media. Meetings are focused around two central meetings where all members of the Subgroups can assemble at one place at one time. Use of DOE facilities has minimized meeting costs.

The following projects were identified as completed by the ISM WG with cost savings benefits to other sites:



- Procedure and software development to measure effectiveness of corrective action closure. (Savannah River with INPO input)
- Ergonomic toolkit focused on prevention of repetitive motion injuries.
- Recommended Best Practices on assessment / corrective action programs. (F&I SG)
- Sharing of member-developed program for Consolidated Hazard Analysis. (Chemical Safety EFCOG – development of tool at Hanford, and reviewed icw SAWG activities)

VIII. Issues

There were no significant open issues requiring EFCOG Director assistance at the conclusion of the reporting period.

IX. Lessons Learned

The September 11th tragedy, which coincided with the last planned Complex wide ISM Workshop, impacted some WG activities. With our DOE Sponsor called to active duty a gap in the flow of information from our sponsor to the WG developed. A December 2001 Executive Safety Conference was held, where the framework to further develop and implement identified initiatives and actions. “Champions” for key initiatives were identified at the Executive Safety Conference. These initiatives included:

- The coordination and integration of DOE line and independent oversight
- Tailoring and streamlining requirements to unique DOE missions, activities, and hazards
- Improving the contribution of operating experience and lessons learned to ISM
- Improving the contribution of contracts and subcontracts to the effective implementation of ISM

No additional assistance is anticipated to be required during 2002.

X. Recommendations

- The ISM Working Group and Subgroups as currently organized should continue during 2002 and 2003.
- Continued support of the QA Task Team should be pursued in accordance with the sponsor’s requests.



- Broaden the scope of the Program Improvement Subgroup to serve as the “Best Practices” clearinghouse for all EFCOG Working Groups.
- Broaden the scope of the Performance Measurement Subgroup to become the leadership group within EFCOG for deployment of the INPO-based approach to Performance Metrics throughout the DOE Contractor community.
- Efforts to support ISSM activities should be continued.
- Support the Executive Safety Conference initiatives as requested by member companies and our DOE sponsors.

Attachment 1: ISM Work Group Membership

<i>Working Group Leadership</i>			
<i>Position</i>	<i>Name</i>	<i>Company</i>	
Chair	Joseph Yanek	Westinghouse Savannah River Company (WSRC)	
Vice Chair	Hans Vogel	University of Tennessee (UT)/Battelle, Oak Ridge National Laboratory (ORNL)	
Secretary	Cory Wilkinson	University of California (UC), Lawrence Livermore National Laboratory (LLNL)	
DOE Sponsor	Theodore (Ted) Wyka Jr.	DOE-HQ, EH	
<i>Subgroup Leadership</i>			
<i>Subgroup</i>	<i>Chair</i>	<i>Vice Chair</i>	<i>DOE Point of Contact</i>
Environmental	Dale Bignell (WSMS)	Susi Jackson (LLNL)	Steve Woodbury (DOE-HQ, EH)
Program Improvement	Larry Kimmel (PNNL)		
Performance Measurement	Gary Lyons (PNNL)		
Feedback & Improvement	Susan Kimmerly (Bechtel Jacobs – Oak Ridge)	Bob Scott (BSRI)	Emil Morrow (DOE-HQ, NNSA)
Occupational Safety and Health	Carolyn Owen (LLNL)	Joe Graf (LANL)	Douglas Minnema (DOE-HQ, DP)



Integrated Safety Management (ISM) Energy Facility Contractors Group (EFCOG)

<i>Liaison Membership</i>	
<i>Organization</i>	<i>Liaison</i>
National Laboratory Improvement Council (NLIC)	Howard Hatyama
Institute of Nuclear Power Operations (INPO)	Charles Brooks
National Environmental Training Office (NETO)	Howard Pope



Attachment 2: Links Referenced in the Annual Report

Work Group Links and References

- Charter
<http://www.efcog.org/wg/ismwg/ism/charter.htm>
- Home Page
http://www.efcog.org/wg/ismwg/ism/wg_index.htm
- Organization Chart
<http://www.efcog.org/wg/ismwg/ism/org.htm>
- Integrated Project Schedule
<http://www.efcog.org/wg/ismwg/ism/ismw-sch.pdf>

Liaison Links

- National Laboratory Improvement Council (NLIC)
<http://labs.ucop.edu/internet/nlic/index.html>
- National Environmental Training Office (NETO)
<http://www.em.doe.gov/neto/>

Meeting Minutes

- Meeting Minutes from ISM EFCOG WG meeting in Albuquerque, March 2001
<http://www.efcog.org/wg/ismwg/ism/proceedings/ISMWG%203-2-01%20Meeting%20Minutes.pdf>

Subgroup Charters

- Feedback & Improvement Subgroup Charter
<http://www.efcog.org/wg/ismwg/ism/charters/correact.pdf>
- Environmental Subgroup Charter
<http://www.efcog.org/wg/ismwg/ism/charters/envsgctr.pdf>
- Occupational Safety and Health (OSH) Subgroup Charter



<http://www.efcog.org/wg/ismwg/ism/charters/OSHcharter.pdf>

- Lessons Learned Subgroup Charter
<http://www.efcog.org/wg/ismwg/ism/charters/llctr.pdf>
- Performance Measurement Subgroup Charter
<http://www.efcog.org/wg/ismwg/ism/charters/pfmsrctr.pdf>
- Program Improvement Subgroup Charter
<http://www.efcog.org/wg/ismwg/ism/charters/pisgctr.pdf>

Subgroup Links and References

Environmental

- Executive Order 13148
<http://epic.er.doe.gov/epic/html/n4504.pdf>
- DOE Pollution Prevention meeting
<http://p2.werc.net/>

Occupational Safety and Health

- Energy Employees Compensation Act
<http://tis.eh.doe.gov/advocacy/index.html>
- Occupational Medicine subgroup
<http://tis.eh.doe.gov/med/>
- Price Anderson (PAAA) EFCOG WG
<http://www.efcog.org/wg/index.html>
- QA Rule
<http://tis.eh.doe.gov/enforce/>
- Guidance on release of recycled materials/scrap metal
<https://quickplace.eshportal.net/quickplace/eh-41/main.nsf/>

Program Improvement



- Best Practices Protocol
<http://www.efcog.org/wg/ismwg/ism/ismbest.pdf>
- Best Practices Call
<http://www.efcog.org/wg/ismwg/ism/BPbrochure1.html>
- Candidate Best Practices
<http://www.efcog.org/wg/ismwg/ism/bestcand.pdf>