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

**Annual Report
Calendar Year 2002**



February 2003



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**Energy Facility Contractor Group (EFCOG)
Integrated Safety Management (ISM) Working Group
Annual Report to the Directors
Calendar Year 2002**

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 the application of ISM information, techniques and best practices at DOE sites.

II. Membership

The Working Group is composed of five 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 also 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. Status

A. Objectives and Goals:

The primary objectives of the Working Group are to:

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

B. Working Group Achievements in 2002

- Semi-Annual ISM Working Group meetings were held at the DOE Energy Training Complex in Albuquerque from March 5 through March 7, 2002, and at the DOE Nevada Operations Office in Las Vegas from October 23 through October 25, 2002. 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.
- Conducted three conference calls to obtain periodic reports and share lessons learned.
- Supported EFCOG corporate objectives to ensure that ISM was properly addressed as a critical focus area.
- Liaisons continue with the Institute of Nuclear Power Operations (INPO), the National Environmental Training Office (NETO), and the National Laboratory Improvement Council (NLIC).



- Three of the six DOE/EFCOG actions identified at the last Albuquerque ISM Executive Workshop are complete. The remaining three are progressing per an agreed upon schedule.
 - The Working Group supported the Annual ISM Update Workshop held at INEEL August 27-29, 2002. The workshop focused on “Maintaining and Improving Established ISM Systems.” Several best practices were identified in the areas of: Senior Management Sponsorship, Program Assessment/Maintenance Practices, Annual Reviews, and Partnering with the DOE on ISM Oversight Activities.
 - Supported re-design of the Occurrence Reporting System, which will result in annual cost savings of approximately \$5 Million across the DOE complex. Reporting criteria were reduced by 44%, “nuisance” reporting was eliminated and based on historical data, a 25% reduction in reports by the field is anticipated.
 - The EFCOG “Best Practices” web site was completed.
 - A Lessons Learned redesign proposal was prepared and presented to DOE, and implementation of the new process is scheduled to be concurrent with that of the Occurrence Reporting System.
 - A new “Annunciator” Performance Metric Process was developed and eight contractors provided initial inputs to the DOE.
 - A joint EFCOG ISM/DOE ISSM Executive Committee meeting was held to develop a strategic approach to merge ISSM and ISM activities. A second joint meeting is planned for 2003.

- Developed a “QA Manager Task Group” to support DOE Headquarters (Ray Hardwick) activities associated with the Quality Assurance Improvement Plan. Task Group support relative to this activity included:
 - Feedback on issues associated with Software QA
 - Support to the Occurrence Reporting System redesign
 - Support to new “Annunciator” Performance Metric Process

- Developed an interface with both the contractor and DOE community responsible for the implementation of the Integrated Safeguards and Security Management (ISSM) activities across the complex. Longer term interface strategies are being considered that will focus on better integration of ISSM and ISM and the EFCOG ISM Working Group with the ISSM Implementation Team.



IV. Subgroup Status and Achievements in 2002

Feedback and Improvement (formerly Assessments Processes)

- Conducted a one and a half-day meeting in Albuquerque in conjunction with the ISM EFCOG spring meeting. There were 33 participants from 13 EFCOG member companies, DOE-EH and NNSA. Topics presented included:
 - Mechanisms to Integrate Assessment Outputs
 - Six Sigma Projects on Trending and Occurrence Reporting
 - Corrective Action Programs
 - Overview of Enforcement Guidance on Assessments
 - Summary by several contractors of their PAAA Program Reviews
- Established a liaison member with the Society for Effective Lessons Learned Sharing (SELLS)
- Expanded the subgroup charter to include occurrence reporting / problem identification, causal analysis, and trending.
- Established a task group to evaluate causal analysis tree for ORPS.
- Developed a white paper on the Integration of Assessment and Oversight.
- Conducted a one and a half-day meeting in Las Vegas in conjunction with the ISM EFCOG fall meeting. There were 24 participants from 18 EFCOG member organizations, DOE and Institute of Power Operations (INPO). The group received information/discussed many of the ISM-related task group activities (Lessons Learned Reengineering, Performance Metrics Process, Occurrence Reporting System Reengineering, ISMS Best Practices activities). The group also discussed:
 - Certification of Self-Assessment Programs
 - Davis-Besse Incident (presented by INPO liaison member)
 - Integration of Assessment and Oversight

Occupational Safety and Health (OSH)

The Occupational Safety and Health Subgroup of the ISM Working Group met twice in 2002 with excellent participation by EFCOG member companies in both meetings. The two meetings were as follows:



- A two-day meeting in March 2002 in Albuquerque with ~50 participants.
- A two-day meeting in October of 2002 in Germantown, with ~75 participants. Ms. Bev Cook (EH-1) spoke to the group on strategic directions and initiatives.

Task Groups highlights are as follows:

A. Occupational Medicine

- Forum for occupational physicians and program directors to join together and address common complex-wide issues.
- Steve Cary (EH-6) met with the group and presented the program priorities for Occupational Medicine and focused on the need for data improvements and interfacing medical data with that of Industrial Hygiene.
- Discussed the status of the Beryllium screening program of former workers.
- A number of action items were completed at the meeting and several new items were generated, including review of international travel issues and development of a model for medical records.

B. Radiation Protection

- Generated a white paper addressing an ANSI contamination standard (ANSI N13.12-1999) that would save money if incorporated into DOE standards
- Generated a white paper which provided suggestions to improve the ORPS process to be more inclusive of radiation protection.

C. Industrial Hygiene/Industrial Safety

- EH-6 met with this task group. The group will provide a liaison to CSTC to assist in coordinating overlapping efforts. Carol Scott (ORNL) will serve as liaison.
- Other discussion topics included: sharing of ISM forms and checklists, external regulation under OSHA, and compliance with DOE N 450.7.

Performance Measurement

- Shifted focus of the Subgroup from development of a standard set of metrics for the Complex to the development of a standard process for reporting performance to DOE executive management.



- Held a number of working meetings with Contractor and DOE representatives to agree on principles for the process; the key areas against which performance would be reported; the process and its associated logistics; and an implementation plan and schedule. (<http://www.efcog.org/wg/ismwg/ism/pmsg/pmsg.htm>)
- Developed and distributed a Point Paper, which described the process, to affected parties in the Complex. (<http://www.efcog.org/wg/ismwg/ism/pmsg/pmsg.htm>)
- Provided the materials used by Bob Pedde to “roll out” the process at the Chantilly conference in December 2002.
- Developed a best practice for this process, and posted it on the EFCOG Best Practices web site. (<http://www.efcog.org/wg/ismwg/ism/pisg/Best%20Practices9.html>)
- Issued a “Performance Metrics Dictionary” which contained short definitions of Focus Areas, Special Emphasis Areas, and Level 1 PIs. (See <http://www.efcog.org/wg/ismwg/ism/pmsg/pmsg.htm>)

Best Practices

- Revised and expanded the processes for collection and dissemination of best practices information to encompass all EFCOG ISM Subgroups.
- Revised guidance and procedures to enable all subgroups to publish their topical Lessons Learned.

Environmental

The Environmental Subgroup of the ISM Working Group met twice in 2002 with excellent participation by EFCOG member companies in both meetings. The two meetings were as follows:

- A two-day meeting in March 2002 in Albuquerque with ~20 participants.
- A two day meeting in November 2002 in Las Vegas with ~15 participants.
- Developed a task group that put together recommendations on the collection of data in support of the required agency wide EMS assessment required by Executive Order 13148.
- Developed a white paper on Proposed Initiatives Related to Top to Bottom Review. The purpose of the paper was to identify areas where the Subgroup could support DOE in resolution of the Top to Bottom issues.



- Continued to provide DOE with input on the Draft Order 450.1 and proposed guidance manual.
- Shared barriers and successes related to the enhancement of environmental management systems within ISMS

V. Expected Achievements for 2003

A. Working Group Expected Achievements for 2003

- 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 leadership for the Integrated Safeguards and Security Management (ISSM) program in an effort to leverage ongoing ISM activities.

B. Subgroup Expected Achievements for 2003

Feedback and Improvement

- Finalize/publish white paper on Integration of Assessment and Oversight.
- Participate with DOE-HQ in the implementation of the new Lessons Learned Process.
- Conduct two annual meetings and continue to share best practices among the participating organizations and with DOE-HQ.

Environmental

- Continued support to DOE sponsor in areas of Environmental program development, ISO registration, and Environmental performance indicators.
- Development of a white paper "EMS Across the Complex" describing the status of EMS across the complex the pros and cons of the various EMS's, costs of implementation and value added.
- Potentially develop a white paper on Performance Track Incentives that could be utilized by DOE in negotiating with EPA on the issue of a level playing field for DOE facilities.



- Leading indicators and best management practices will also be a focus of the subgroup this next year.

Occupational Safety and Health (OSH)

- Continued support to DOE sponsors relating to Task Team's scope and schedule deliverables.

Performance Measurement

- Gather and incorporate lessons learned from initial implementation of the "Annunciator Panel" reporting process into an improved process and an updated Point Paper.
- Measure and report on extent to which the "Annunciator Panel" approach has been adopted in the DOE Complex.
- Reestablish subgroup and performance measure development activities supporting DOE sponsors and member companies.
- Broaden Subgroup responsibility to provide contractor leadership for implementation of the annunciator-based approach to Performance Metrics.

Best Practices

- Continue to solicit and publish "Best Practices" as submitted by subgroups.

VI. Estimated Duration (Sunset Clause)

The role of the ISM Working Group is projected to continue to expand during 2003 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. 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 development of the consolidated EFCOG/DOE “Best Practices” website is likely the most tangible working group product for this year. Actual cost savings is hard to determine based on the prior existence of the webpage, although it focused originally only on ISM WG related practices. It is likely that linking all EFCOG Working Groups to this one page saved significant web development costs (in the order of several tens of thousands of dollars) within each working group, which could translate into several hundreds of thousands of dollars savings across the complex

VIII. Issues

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

IX. Lessons Learned

Coordination of sub-group meetings at the same location and concurrent with the Working Group meetings is likely better for member company representatives who participate on more than one task team or subgroup. In the future, more attention will be placed on scheduling workgroup and subgroup meetings that better accommodate fewer member company representatives needing to attend meetings at multiple locations if possible.

X. Recommendations

- The ISM Working Group and Subgroups as currently organized should continue during 2003.
- Work with DOE Sponsor(s) on ISM Executive Safety Workshop actions should continue during 2003.
- Continue interface activities with ISSM contractor and DOE counterparts.



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	Cynthia Blackwell	University of California (UC), Los Alamos National Laboratory (LANL)	
DOE Sponsor	Frank Russo	Frank Russo, DOE HQ EH-2	
<i>Subgroup Leadership</i>			
<i>Subgroup</i>	<i>Chair</i>	<i>Vice Chair</i>	<i>DOE Point of Contact</i>
Environmental	Susi Jackson (LLNL)	John Irving (BBWI)	Steve Woodbury (DOE-HQ, EH)
Best Practices	Larry Kimmel (PNNL)	Bob Scott (BSRI)	
Performance Measurement	DeWitt Beeler (Kaiser Hill RF)	Gail Jernigan (WSRC)	
Feedback & Improvement	Susan Kimmerly (Bechtel Jacobs Company – ORNL)	Jan Preston (UT/Battelle, ORNL)	Emil Morrow (DOE-HQ, NNSA)
Occupational Safety and Health	Carolyn Owen (LLNL)	Gregory Perkins (FH)	Douglas Minnema/ Don Harvey, DOE HQ (DP) Roger Rollins, DOE-SR (Ops. Office)
<i>Liaison Membership</i>			
<i>Organization</i>			<i>Liaison</i>
National Laboratory Improvement Council (NLIC)			Howard Hatayama
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 Las Vegas, Nevada, October 23 - 25, 2002,
<http://www.efcog.org/wg/ismwg/ism/ismwglvm.htm>

Subgroup Charters

- Feedback & Improvement Subgroup Charter
<http://www.efcog.org/wg/ismwg/acapsg/Assessment%20sub.html>
- 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>

- Performance Measurement Subgroup Charter
<http://www.efcog.org/wg/ismwg/ism/charters/pfmsrctr.pdf>
- Best Practices 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/>



Best Practices

- 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>